Manitoba Finance

Supplementary Information for Legislative Review

2006-2007 Departmental Expenditure Estimates

Manitoba

106-06400/

DEPARTMENT OF FINANCE

SUPPLEMENTARY INFORMATION FOR LEGISLATIVE REVIEW

2006-2007 EXPENDITURE ESTIMATES

PREFACE

This document has been produced by the Department of Finance and is intended to provide additional background information on the department which should complement the information contained in the 2006 Manitoba Estimates of Expenditure for the fiscal year ending March 31, 2007.

The contents of this supplement are organized into six parts. The first part provides an overview of the Department of Finance's 2006-2007 estimates of expenditure. The second part provides program and financial information including details of staffing requirements and expenditures. The information in part two is organized on the basis of existing main appropriations for easy cross-reference to the 2006 Manitoba Estimates of Expenditure. Part three provides historical information while part four provides information related to the Department's Capital Investment. Part five is an overview of Special Operating Agencies: Vital Statistics Agency, Manitoba Securities Commission, The Property Registry and Companies Office. Part six provides a standard glossary of terms.

This document has been developed to assist Members of the Legislature in the review of the 2006 Manitoba Estimates of Expenditure. It is hoped that it will provide meaningful additional information and that it will meet the needs of the users of the information. I welcome feedback as to the usefulness of this supplementary information.

Honourable Greg Selinger
Minister of Finance

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PART 1

DEPARTMENTAL OVERVIEW

DEPARTMENT OF FINANCE

MINISTER

Honourable Greg Selinger

DEPUTY MINISTER

E. Boschman

BACKGROUND

The Department of Finance was formed in 1969. Prior to that year, the Comptroller-General and the Treasury functioned as two separate departments under The Treasury Act. In 1969, the Comptroller-General became the Provincial Auditor operating under The Provincial Auditor's Act and Treasury became the Department of Finance operating under The Financial Administration Act. In 2002, the Department of Consumer and Corporate Affairs became a division under the Department of Finance.

RESPONSIBILITIES

The Minister of Finance is Chair of Treasury Board and, through the department, manages and administers the Consolidated Fund and directs the financial affairs of the province. The overall responsibilities of the Minister and the department include:

- providing policy direction on matters relating to financial management and administration;
- analyzing and appraising the economic situation and prospects in Manitoba in cooperation with other ministries as appropriate;
- advising on fiscal and other economic policies and measures;
- managing the requirements of the province within appropriate fiscal policies, by action related to expenditures, lending, taxation, borrowing and cash management;
- advising on policies relating to Federal-Provincial fiscal and economic relations;
- representing the province in negotiations and participating in meetings related to finance, taxation and economic development;
- maintaining the provincial accounting and financial reporting systems; and
- fostering business and consumer confidence in the marketplace and administering a regulatory framework that contributes to a competitive Manitoba economy.

The department's programs and services are budgeted under eleven main appropriations: Administration and Finance, Treasury, Comptroller, Taxation, Federal-Provincial Relations and Research, Insurance and Risk Management, Treasury Board Secretariat, Consumer and Corporate Affairs, Costs Related to Capital Assets, Net Tax Credit Payments and Public Debt (Statutory). Additional information on each of these main appropriations is included in the section entitled Part 2, Program and Financial Information. In addition to these programs and services, information on the department's Capital Investment and Special Operating Agencies are presented in sections entitled Part 4, Capital Investment and Part 5, Special Operating Agencies respectively.

SCHEDULE 1

STATUTORY RESPONSIBILITIES OF THE MINISTER OF FINANCE

	Continuing Consolidation Chapter
The Balanced Budget, Debt Repayment and Taxpayer Accountability Act	B 5
The Business Names Registration Act	B 110
The Business Practices Act	B120
The Cemeteries Act	C 30
The Title to Certain Lands Act (R.S.M. 1990, c. 259)	-
The Change of Name Act	C 50
The Charities Endorsement Act	C 60
The Commodity Futures Act	C 152
The Condominium Act	C 170
The Consumer Protection Act	C 200
The Cooperatives Act	C 223
The Corporations Act	C 225
The Corporation Capital Tax Act	C 226
The Credit Unions and Caisses Populaires Act	C 301
The Crocus Investment Fund Act (Section 11)	C 308
The Crown Corporations Public Review and Accountability Act	C 336
The Electronic Commerce and Information Act (Part 5)	E 55
The Embalmers and Funeral Directors Act	E 70
The Energy Rate Stabilization Act	E 115
The Manitoba Evidence Act (Parts II and III)	E 150
The Financial Administration Act	F 55
The Fire Insurance Reserve Fund Act	F 70
The Fiscal Stabilization Fund Act	F 85
The Prearranged Funeral Services Act	F 200
The Gasoline Tax Act	G 40
The Health and Post Secondary Education Tax Levy Act	H 24
The Professional Home Economists Act	H 70
The Hospital Capital Financing Authority Act	H 125
The Housing and Renewal Corporation Act [clause 44(k)]	H 160
The Hudson's Bay Company Land Register Act	H 170
The Income Tax Act (except sections 7.5 to 7.10)	I 10
The Insurance Act	I 40
The Insurance Corporations Tax Act	I 50
The Manitoba Investment Pool Authority Act	I 100
The Labour-sponsored Venture Capital Corporations Act (Sections 5.1 - 5.6, 6 -14 and 16)	L 12
The Landlord and Tenant Act	L 70
The Life Leases Act	L 130
The Marriage Act	M 50
The Manitoba Hydro Act	H 190
The Mining Claim Tax Act	M 165
The Mining Tax Act	M 195
The Mortgage Act (Part III)	M 200
The Mortgage Dealers Act	M 210
The Motive Fuel Tax Act	M 220

SCHEDULE 1

STATUTORY RESPONSIBILITIES OF THE MINISTER OF FINANCE

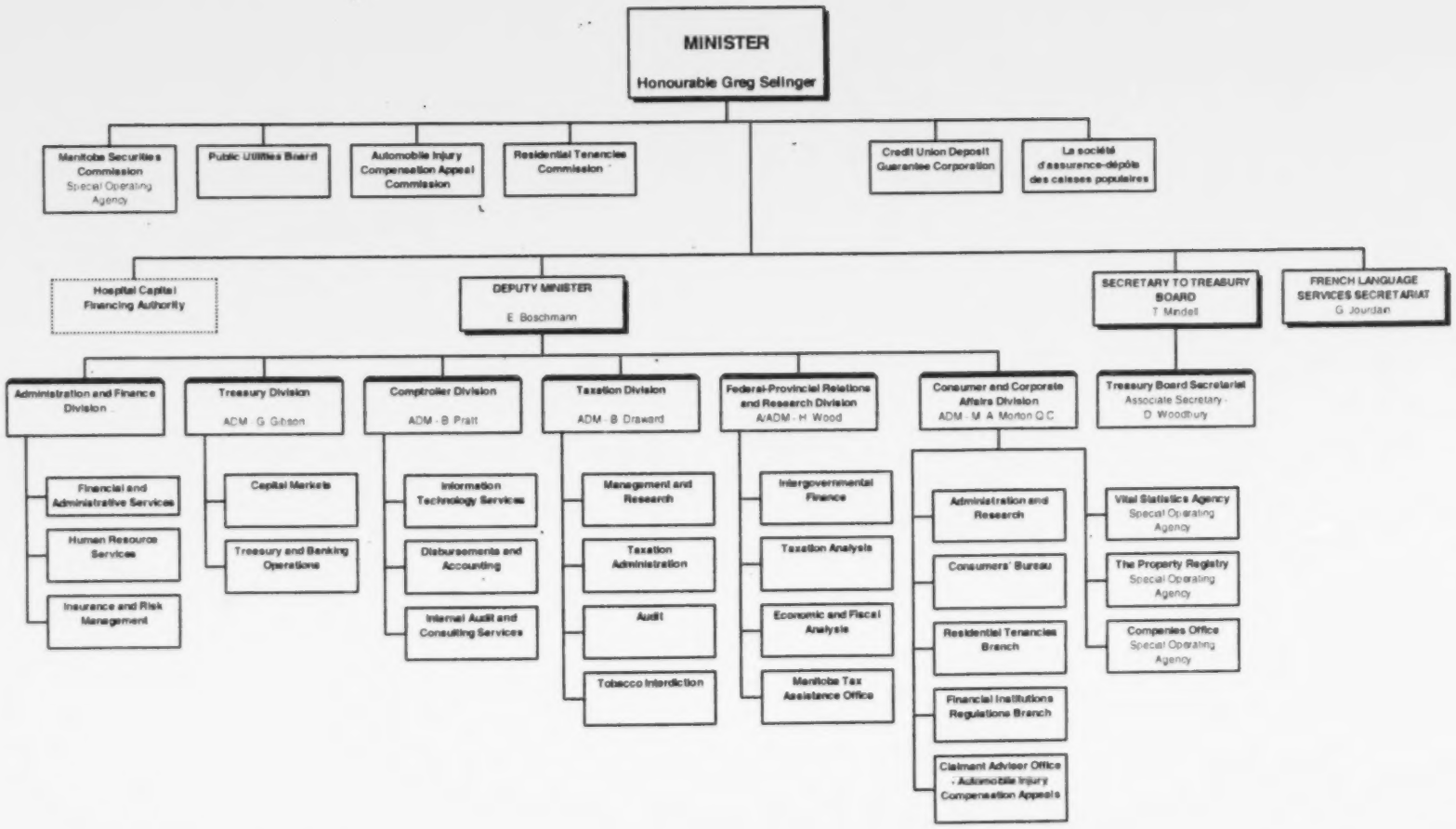
	Continuing Consolidation Chapter
The Municipal Revenue (Grants and Taxation) Act (except Part 2)	M 265
The Pari-Mutuel Levy Act	P12
The Partnership Act	P 30
The Personal Investigations Act	P 34
The Personal Property Security Act	P 35
The Property Tax and Insulation Assistance Act (Parts I to IV and Part V.1, and section 1 and Part VI as they relate to subjects covered under Parts I to IV and Part V.1)	P 143
The Public Officers Act	P 230
The Public Utilities Board Act	P 280
The Public Sector Compensation Disclosure Act (S.M. 1996, c. 60)	P 265
The Real Estate Brokers Act	R 20
The Real Property Act	R 30
The Registry Act	R 50
The Religious Societies' Lands Act	R 70
The Residential Tenancies Act	R 119
The Retail Sales Tax Act	R 130
The Succession Duty Act (S.M. 1988-89, c. 42)	-
The Securities Act	S 50
The Special Survey Act	S 190
The Suitors' Moneys Act	S 220
The Surveys Act (Part I)	S 240
The Tax Administration and Miscellaneous Taxes Act	T 2
The Tax Appeals Commission Act	T 3
The Tobacco Tax Act	T 80
The Trade Practices Inquiry Act	T 110
The Vital Statistics Act	V 60

and:

Bedding, Upholstered and Stuffed Articles Regulation (M.R. 78/2004) under The Public Health Act

Per Schedule "J" Order-in-Council 361/2005, Schedule "A" Order-in-Council 44/2006, Schedule "A" Order in Council 45/2006 and the Continuing Consolidation of the Statutes of Manitoba

Manitoba Finance
Organization Chart



2006-2007

CHART 1

SCHEDULE 2

DEPARTMENT OF FINANCE
EXPENDITURE SUMMARY
BY MAIN APPROPRIATION

	Estimates of Expenditure 2006/2007 $(000s)	Change From 2005/2006 %	Estimates of Expenditure 2005/2006 $(000s)*
1. Administration and Finance	2,218.6	2.7	2,161.2
2. Treasury	1,826.4	0.8	1,812.6
3. Comptroller	6,132.2	3.3	5,937.3
4. Taxation	16,088.8	1.3	15,886.5
5. Federal-Provincial Relations and Research	3,297.4	1.5	3,247.1
6. Insurance and Risk Management	411.2	0.8	407.8
7. Treasury Board Secretariat	6,016.0	0.7	5,972.6
8. Consumer and Corporate Affairs	11,685.9	4.1	11,221.1
9. Costs Related to Capital Assets	4,196.2	2.2	4,105.6
10. Net Tax Credit Payments	50,136.4	(0.4)	50,342.4
11. Public Debt (Statutory)	282,000.0	4.8	268,983.9
TOTAL APPROPRIATIONS FOR FINANCE	384,009.1	3.8	370,078.1
CAPITAL INVESTMENT - General Assets (See Part 4 for details)	2,754.2	n/a	343.8

*** Reconciliation Statement**
$(000s)

Printed Estimates of Expenditure 2005/2006	371,113.3
Transfer of functions to:	
- Energy, Science and Technology	(912.1)
- Industry, Economic Development and Mines	(76.7)
- Intergovernmental Affairs and Trade	(46.4)
Estimates of Expenditure 2005/2006 (Adjusted)	370,078.1

DEPARTMENT OF FINANCE
PERCENTAGE DISTRIBUTION OF EXPENDITURES
BY OPERATING APPROPRIATIONS, NET TAX CREDIT PAYMENTS AND PUBLIC DEBT
2006/2007

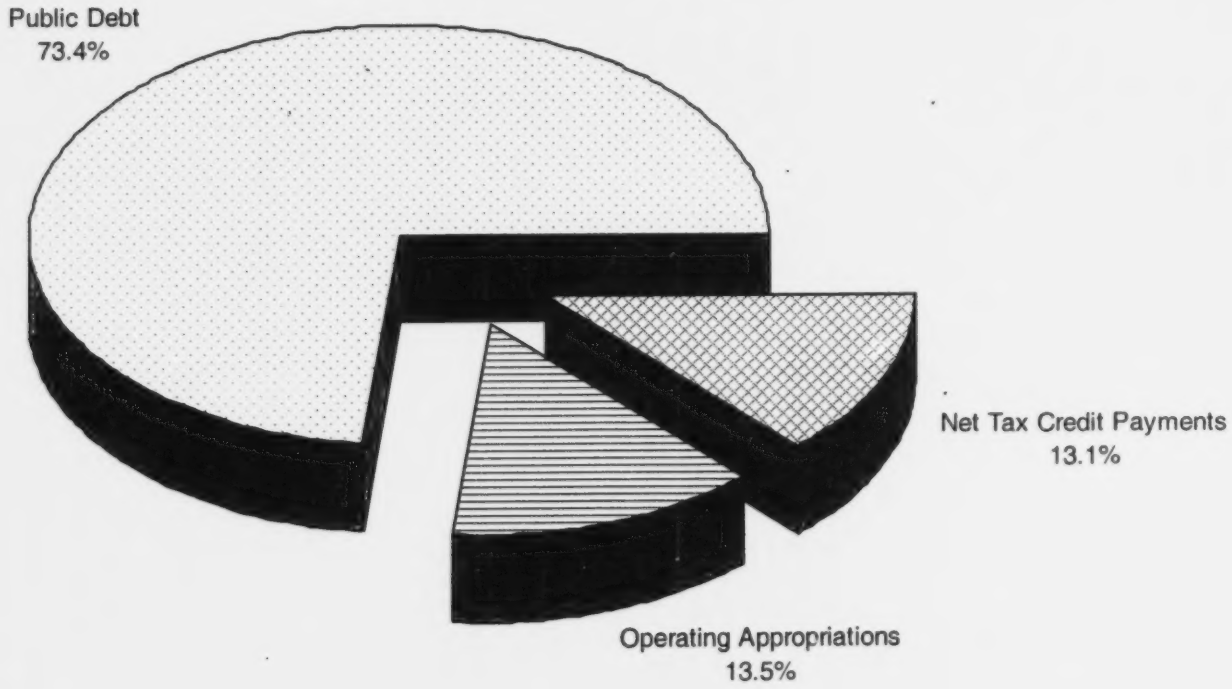


CHART 2

DEPARTMENT OF FINANCE
PERCENTAGE DISTRIBUTION OF EXPENDITURES
BY OPERATING APPROPRIATIONS
2006/2007

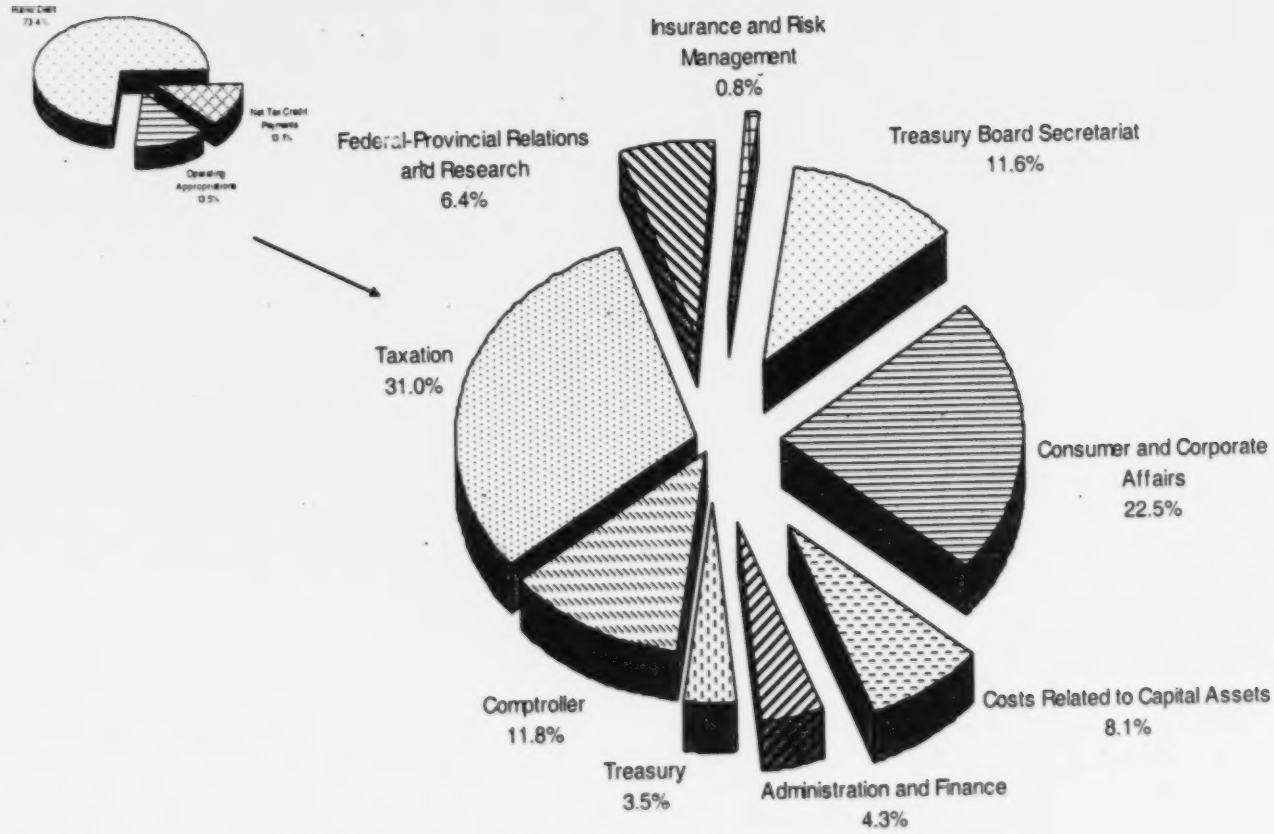


CHART 3

SCHEDULE 3

DEPARTMENT OF FINANCE
EXPENDITURE SUMMARY
BY SALARIES & EMPLOYEE BENEFITS, OTHER EXPENDITURES,
COSTS RELATED TO CAPITAL ASSETS, NET TAX CREDIT PAYMENTS AND PUBLIC DEBT

ELEMENT	ESTIMATES OF EXPENDITURE 2006/2007 $(000s)		ESTIMATES OF EXPENDITURE 2005/2006 $(000s)	
SALARIES AND EMPLOYEE BENEFITS (Details on Schedules 4 and 5)		**36,852.9**		35,440.7
OTHER EXPENDITURES	**15,360.9**		15,127.8	
(Less: Recoverable from Other Appropriations)	**(4,676.0)**	**10,684.9**	(4,061.0)	11,066.8
GRANTS		**138.7**		138.7
COSTS RELATED TO CAPITAL ASSETS		**4,196.2**		4,105.6
TOTAL OPERATING APPROPRIATIONS		**51,872.7**		50,751.8
NET TAX CREDIT PAYMENTS	**237,038.4**		235,540.4	
(Less: Recoverable from Other Appropriations)	**(186,902.0)**	**50,136.4**	(185,198.0)	50,342.4
PUBLIC DEBT (Statutory)		**282,000.0**		268,983.9
TOTAL		**384,009.1**		370,078.1

SCHEDULE 4

DEPARTMENT OF FINANCE
STAFFING AND SALARY SUMMARY
BY APPROPRIATION/SUB-APPROPRIATION

APPROP. NO.	DIVISION/BRANCH	ESTIMATES OF EXPENDITURE 2006/2007 $(000s) FTEs	SALARIES	ESTIMATES OF EXPENDITURE 2005/2006 $(000s) FTEs	SALARIES
7-1	**ADMINISTRATION AND FINANCE**				
(a)	Minister's Salary	1.00	30.4	1.00	29.4
(b)	Executive Support	7.00	457.5	7.00	460.3
(c)	Financial and Administrative Services	7.00	435.3	7.00	433.9
(e)	French Language Services Secretariat	10.00	379.2	10.00	345.6
(f)	Human Resource Services	9.00	547.8	9.00	532.9
	TOTAL	34.00	1,850.2	34.00	1,802.1
7-2	**TREASURY**				
(a)	Administration	2.00	118.0	2.00	118.1
(b)	Capital Markets	9.00	596.9	9.00	604.2
(c)	Treasury and Banking Operations	14.00	852.6	14.00	831.5
	TOTAL	25.00	1,567.5	25.00	1,553.8
7-3	**COMPTROLLER**				
(a)	Comptroller's Office	5.00	406.2	5.00	395.3
(b)	Information Technology Services	2.25	659.7	2.25	649.3
(c)	Disbursements and Accounting	41.00	2,708.0	41.00	2,352.8
(d)	Internal Audit and Consulting Services	24.50	1,854.6	24.50	1,836.9
	TOTAL	72.75	5,628.5	72.75	5,234.3
7-4	**TAXATION**				
(a)	Management and Research	19.50	1,316.9	19.50	1,329.7
(b)	Taxation Administration	74.00	3,573.6	74.00	3,580.0
(c)	Audit	89.00	5,956.6	89.00	5,790.3
(d)	Tobacco Interdiction	10.00	624.0	10.00	635.4
	TOTAL	192.50	11,471.1	192.50	11,335.4

SCHEDULE 4

DEPARTMENT OF FINANCE
STAFFING AND SALARY SUMMARY
BY APPROPRIATION/SUB-APPROPRIATION

APPROP. NO.	DIVISION/BRANCH	ESTIMATES OF EXPENDITURE 2006/2007 $(000s) FTEs	ESTIMATES OF EXPENDITURE 2006/2007 $(000s) SALARIES	ESTIMATES OF EXPENDITURE 2005/2006 $(000s) FTEs	ESTIMATES OF EXPENDITURE 2005/2006 $(000s) SALARIES
7-5	FEDERAL-PROVINCIAL RELATIONS AND RESEARCH				
(a)	Economic and Federal-Provincial Research	21.25	1,643.3	21.25	1,656.8
(b)	Manitoba Tax Assistance Office	7.00	358.5	7.00	336.2
	TOTAL	28.25	2,001.8	28.25	1,993.0
7-6	INSURANCE AND RISK MANAGEMENT				
(a)	Insurance and Risk Management	5.20	350.2	5.20	350.8
	TOTAL	5.20	350.2	5.20	350.8
7-7	TREASURY BOARD SECRETARIAT				
(a)	Treasury Board Secretariat	63.00	5,198.4	63.00	5,162.5
	TOTAL	63.00	5,198.4	63.00	5,162.5
7-8	CONSUMER AND CORPORATE AFFAIRS				
(a)	Administration and Research	10.78	913.4	10.78	910.0
(b)	Consumers' Bureau	16.00	1,057.8	16.00	933.4
(c)	Residential Tenancies Branch	60.50	3,804.0	60.50	3,333.1
(d)	Financial Institutions Regulations Branch	11.50	731.5	11.50	723.6
(e)	Claimant Adviser Office – Automobile Injury Compensation Appeals	4.00	246.2	4.00	259.4
(f)	Automobile Injury Compensation Appeal Commission	9.00	779.3	9.00	761.9
(g)	Residential Tenancies Commission	7.50	632.1	7.50	565.8
(h)	Public Utilities Board	6.23	620.9	6.23	521.6
	TOTAL	125.51	8,785.2	125.51	8,008.8
7	TOTAL FOR DEPARTMENT OF FINANCE	546.21	36,852.9	546.21	35,440.7

NOTE: The salary estimate of $36,852.9 is net of $242.7 transferred to the Canada-Manitoba Enabling Vote related to French Language Services Secretariat and with the exception of the Minister's Salary, includes employee benefits as defined in the glossary.

Staff positions are measured as Full Time Equivalents (FTEs).

DEPARTMENT OF FINANCE
2006/2007 STAFFING AND SALARY SUMMARY
BY POSITION CATEGORY

MAIN-APPROPRIATION	MANAGERIAL		PROFESSIONAL/ TECHNICAL		ADMINISTRATIVE SUPPORT		TOTAL	
	FTEs	$(000s)	FTEs	$(000s)	FTEs	$(000s)	FTEs	$(000s)
ADMINISTRATION AND FINANCE	5.00	428.1	14.00	809.5	15.00	617.0	**34.00**	**1,854.6**
TREASURY	3.00	292.5	17.00	932.8	5.00	177.2	**25.00**	**1,402.5**
COMPTROLLER	7.00	619.4	49.25	3,384.7	16.50	610.5	**72.75**	**4,614.6**
TAXATION	6.00	548.4	114.50	6,621.2	72.00	3,026.0	**192.50**	**10,195.6**
FEDERAL-PROVINCIAL RELATIONS AND RESEARCH	5.00	438.9	14.25	978.9	9.00	375.3	**28.25**	**1,793.1**
INSURANCE AND RISK MANAGEMENT	1.00	80.3	3.00	189.5	1.20	43.6	**5.20**	**313.4**
TREASURY BOARD SECRETARIAT	11.00	1,093.9	40.00	3,074.2	12.00	500.4	**63.00**	**4,668.5**
CONSUMER AND CORPORATE AFFAIRS	17.00	1,495.8	53.50	3,279.6	55.01	2,547.0	**125.51**	**7,322.4**
TOTAL	55.00	4,997.3	305.50	19,270.4	185.71	7,897.0	**546.21**	**32,164.7**

Reconciliation to Schedules 3 and 4 (Salary Costs):	
Salary Costs per above	32,164.7
Employee Benefits	4,048.5
Other Costs and Benefits	1,172.4
Staff Turnover	(290.0)
Transferred to the Canada-Manitoba Enabling Vote	(242.7)
Salary Costs per Schedules 3 & 4	36,852.9

DEPARTMENT OF FINANCE
PERCENTAGE DISTRIBUTION OF SALARIES
BY OPERATING APPROPRIATIONS
2006/2007

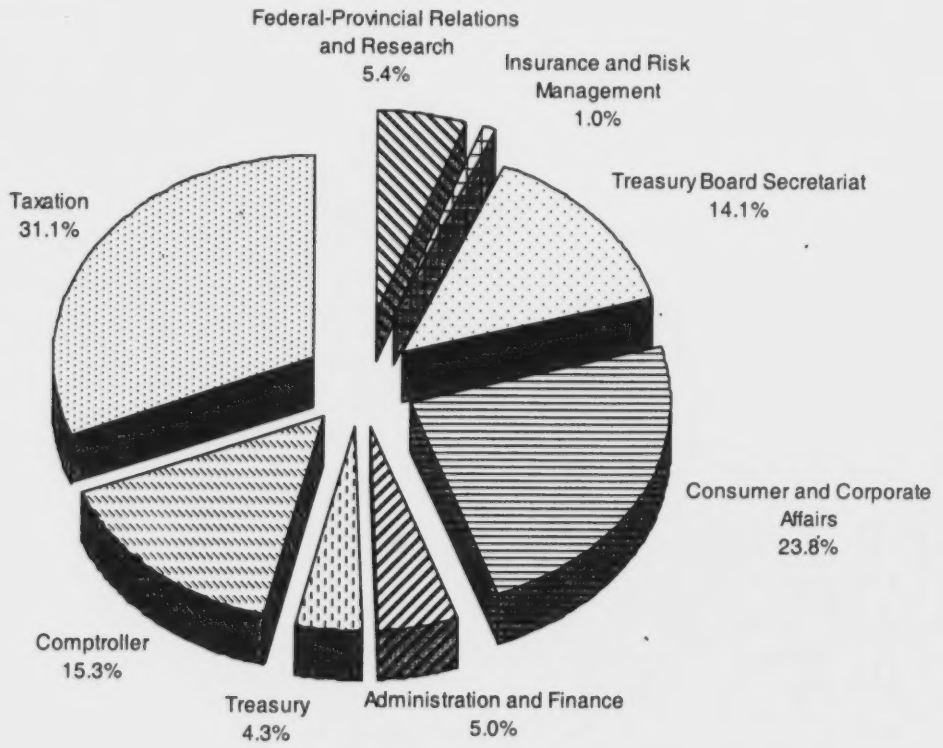


CHART 4

DEPARTMENT OF FINANCE
PERCENTAGE DISTRIBUTION OF STAFF POSITIONS
BY OPERATING APPROPRIATIONS
2006/2007

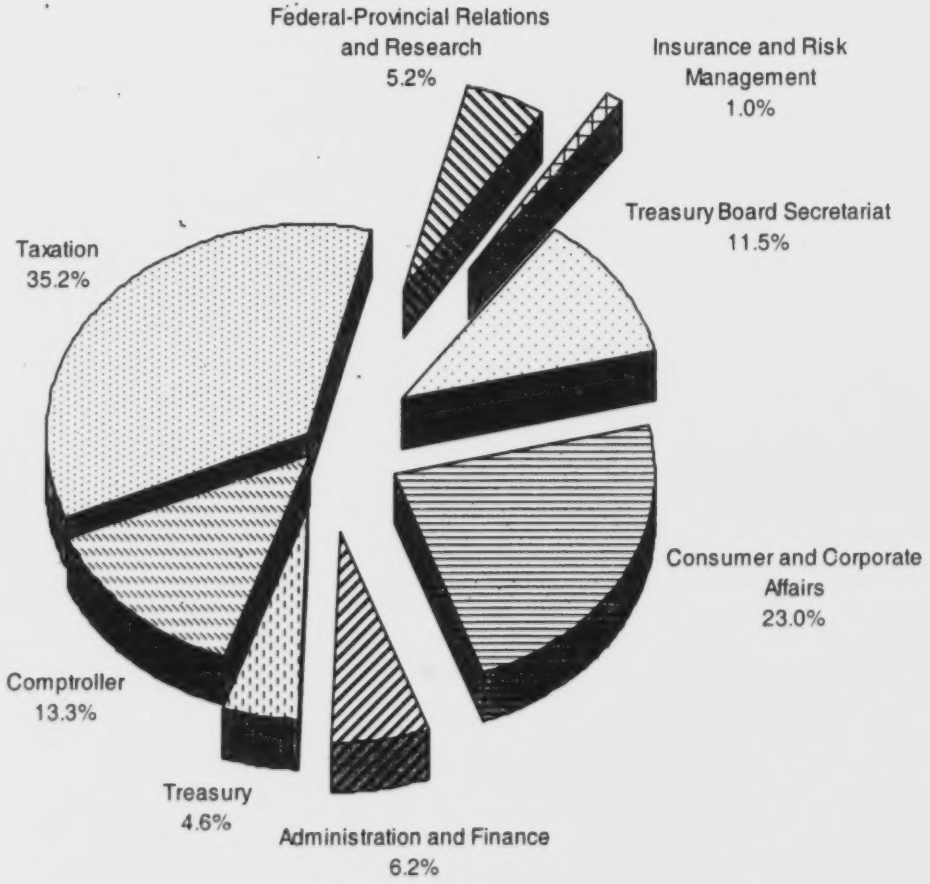


CHART 5

PART 2

PROGRAM AND FINANCIAL INFORMATION

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2006/2007 $(000s)**	Estimates of Expenditure 2005/2006 $(000s)
7.1	1.	ADMINISTRATION AND FINANCE	**2,218.6**	2,161.2
		- Provides direction, coordination and control of department programs and advises on government fiscal policy.		
		- Provides financial and administrative support services to the department.		
		- Provides managers and staff of the department with human resource management programs and services.		
		- *French Language Services Secretariat:* Provides advice to the government on matters relating to the French Language Services Policy and guidance to government departments and administrative bodies on the implementation of the policy and on the development of government services in the French language.		
		(a) Minister's Salary	**30.4**	29.4
		(b) Executive Support	**548.2**	551.0
		(c) Financial and Administrative Services	**511.2**	506.6
		(d) Tax Appeal Commission	**18.1**	18.1
		(e) French Language Services Secretariat	**482.9**	447.7
		(f) Human Resource Services	**627.8**	608.4
			2,218.6	2,161.2

ADMINISTRATION AND FINANCE

SUB-APPROPRIATION 07-1a

MINISTER'S SALARY

OBJECTIVES

To provide for the additional compensation to which an individual appointed to the Executive Council is entitled.

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	**$(000s)**	FTEs	$(000s)
SALARIES				
Managerial	**1.00**	**30.4**	1.00	29.4

ADMINISTRATION AND FINANCE

SUB-APPROPRIATION 07-1b

EXECUTIVE SUPPORT

OBJECTIVES

To provide effective leadership for departmental activities consistent with government policy objectives.

ACTIVITY IDENTIFICATION

Provides the Minister with policy and program advice on all matters related to the department.

Coordinates and supports the delivery of programs to meet the policy objectives of government.

Provides policy direction for incorporation in department plans and ensures the development of effective management practices throughout the department.

Provides administrative support for the offices of the Minister and Deputy Minister.

EXPECTED RESULTS

Effective and efficient operation of the Department of Finance as reflected in the results of each division.

Delivery of effective and efficient administrative support services to the offices of the Minister and Deputy Minister.

ADMINISTRATION AND FINANCE

SUB-APPROPRIATION 07 1b
EXECUTIVE SUPPORT

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	135.2	1.00	139.8
Professional/Technical	2.00	105.7	2.00	106.1
Administrative Support	4.00	167.7	4.00	166.0
Employee Benefits		48.9		48.4
Total Salaries and Employee Benefits	7.00	457.5	7.00	460.3
OTHER EXPENDITURES				
Transportation		32.8		32.8
Communications		28.3		28.3
Supplies and Services		15.9		15.9
Other Operating		13.7		13.7
Total Other Expenditures		90.7		90.7
TOTAL SUB-APPROPRIATION		548.2		551.0

SUB-APPROPRIATION 07-1c

FINANCIAL AND ADMINISTRATIVE SERVICES

OBJECTIVES

To ensure appropriate management of and accountability for the department's resources. This encompasses the development and implementation of departmental financial and administrative policies, processes and practices; compliance with government legislation, policies and procedures; providing accounting and administrative services to the department; and providing analytical and consultative support services to the department's operating divisions.

ACTIVITY IDENTIFICATION

Plans, organizes and evaluates departmental accounting and financial management activities including financial reporting, expenditure and revenue processing and appropriation control.

Advises executive management on a timely basis regarding emerging financial and program management issues.

Coordinates and supports the development of the department's annual estimates, quarterly financial forecasts and related reports, and the Annual Report.

Supports departmental management through the provision of analytical, consultative and evaluative advice on financial proposals and ongoing operations.

Coordinates the department's requests for office accommodation, telecommunication services and government vehicles, and administers the department's parking program.

Coordinates the department's records management program, including applications made under the Freedom of Information and Protection of Privacy Act.

EXPECTED RESULTS

A controllership function that is responsive to the financial management and administrative requirements of the department and government.

Strong fiscal management, accountability and control over departmental financial resources.

Timely financial reporting of departmental expenditures and revenues.

Identification of existing or emerging financial and program management issues.

The provision of timely and accurate decision-making information to the departmental executive.

ADMINISTRATION AND FINANCE

SUB-APPROPRIATION 07 1c
FINANCIAL AND ADMINISTRATIVE SERVICES

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	92.7	1.00	89.6
Professional/Technical	4.00	223.2	4.00	224.1
Administrative Support	2.00	74.0	2.00	73.2
Employee Benefits		45.4		47.0
Total Salaries and Employee Benefits	7.00	435.3	7.00	433.9
OTHER EXPENDITURES				
Transportation		0.1		0.1
Communications		11.8		9.8
Supplies and Services		35.3		34.3
- Office Space Rental	23.1		22.1	
- Other	12.2		12.2	
Minor Capital		0.5		0.5
Other Operating		28.2		28.0
- Desktop and other Computer Services	17.3		17.1	
- Other	10.9		10.9	
Total Other Expenditures		75.9		72.7
TOTAL SUB-APPROPRIATION		511.2		506.6

SUB-APPROPRIATION 07-1d

TAX APPEAL COMMISSION

OBJECTIVES

To provide the taxpayers of Manitoba with a fair and independent appeals process for assessments under The Retail Sales Tax Act, The Corporation Capital Tax Act, The Health and Post Secondary Education Tax Levy Act and The Mining Tax Act in order to maintain taxpayers' confidence in the integrity of the tax system as a result of applying the rules under the Acts uniformly and consistently.

ACTIVITY IDENTIFICATION

Provides rulings for taxpayers on appeals of tax assessments independent from the taxation officials who issued the assessment.

EXPECTED RESULTS

Public confidence in a fair, objective tax appeals process.

Resolution of taxpayer appeals.

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
OTHER EXPENDITURES				
Supplies and Services	-	18.1	-	18.1

ADMINISTRATION AND FINANCE

SUB-APPROPRIATION 07-1e

FRENCH LANGUAGE SERVICES SECRETARIAT

OBJECTIVES

To carry out its mandate as described in the Manitoba French Language Services (FLS) Policy:

- "The implementation of this policy is guided and monitored by the French Language Services Secretariat, whose mandate applies to all the administrative bodies covered by this policy. In fulfilling its mandate, the French Language Services Secretariat seeks and facilitates the implementation of this policy in a manner consistent with the concept of active offer and makes recommendations to that effect."

ACTIVITY IDENTIFICATION

Determine, with the federal government, projects to be funded under the Canada-Manitoba Agreement on French Language Services.

Act on the recommendations approved by Cabinet and resulting from the review of the FLS Policy by Judge Richard Chartier.

Facilitate, guide and monitor all designated administrative body activity concerning FLS. Provide assistance to the designated administrative bodies in developing strategies to meet the objectives of the FLS Policy, specifically regarding written, oral and electronic communications with the general public and in promotional activities regarding access to FLS.

Coordinate French language training initiatives for provincial government employees.

Coordinate implementation of the cooperation agreements entered into with the governments of Quebec, New Brunswick and the Bas-Rhin (Lower Rhine in the Northern region of Alsace, France).

Participate in activities of the Ministerial Conference on the Canadian Francophonie and the Intergovernmental Network of the Canadian Francophonie.

Participate, with the Minister responsible for FLS, in national and international cooperation activities such as the 2007 Canadian Francophone Summit, to be organized by the FCFA (Federation des communautes francophones et acadienne du Canada) and the biennial International Francophone Summit.

Maintain day-to-day liaison with the Franco-Manitoban community and representatives to share information and ideas on specific issues and develop practical solutions and strategies.

Deal with representations or complaints from the public about French language services.

EXPECTED RESULTS

Continued development of bilingual service centres in Ste. Anne, St. Laurent and South St. Vital, as outlined in the Chartier Report.

In collaboration with the Working Group on the Enhancement of FLS in Manitoba's Justice System, continue discussions and preliminary planning for a bilingual court facility in St. Boniface.

Approval of projects funded under the Canada-Manitoba Agreement on French Language Services, the Manitoba-New Brunswick Agreement and the Manitoba-Quebec Agreement.

Oversee the implementation and review/evaluation of FLS Plans by the various administrative bodies covered by the FLS Policy and approved by the Minister responsible for FLS.

FRENCH LANGUAGE SERVICES SECRETARIAT

EXPECTED RESULTS cont'd

Enhanced provision of services in French, as per the FLS Plans, taking into account the Chartier Report Recommendations.

Publication of the Report on French Language Services.

ADMINISTRATION AND FINANCE

SUB-APPROPRIATION 07 1e
FRENCH LANGUAGE SERVICES SECRETARIAT

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	89.5	1.00	89.9
Professional/Technical	4.00	241.0	4.00	242.1
Administrative Support	5.00	213.3 [1]	5.00	185.3
Employee Benefits		78.1		71.6
Total Salaries and Employee Benefits	10.00	621.9	10.00	588.9
Less: Transfer to Enabling Vote		(242.7)		(243.3)
Net Salaries and Employee Benefits	10.00	379.2	10.00	345.6
OTHER EXPENDITURES				
Transportation		12.7		12.7
Communications		91.6		91.6
Supplies and Services		407.9		407.0
Minor Capital		16.8		16.8
Other Operating		182.0		180.7
Total Other Expenditures		711.0		708.8
Less: Transfer to Enabling Vote		(607.3)		(606.7)
Net Other Expenditures		103.7		102.1
TOTAL SUB-APPROPRIATION		482.9		447.7

1. Increase is due to the provision of a receptionist for an additional bilingual service centre.

ADMINISTRATION AND FINANCE

SUB-APPROPRIATION 07-1f

HUMAN RESOURCE SERVICES

OBJECTIVES

To provide consultative services in all areas of human resource management that will assist the department to recruit, retain, develop and reward knowledgeable staff in a positive and safe work environment and fulfill the department's vision and mission.

To provide payroll and benefit services for staff of the department.

ACTIVITY IDENTIFICATION

Provides professional expertise to the department in the areas of human resource planning, training and development, recruitment and selection, classification, labour relations, employee relations, and pay and benefits administration.

Represents the department in all human resource dealings with central/external agencies.

Coordinates and integrates departmental Diversity program and supports the Occupational Health and Safety program.

EXPECTED RESULTS

Recruitment and selection of staff to permanent and term vacancies under delegated staffing authority using current assessment techniques that accurately match position and applicant knowledge, skills and abilities.

Classification of positions under delegated and non-delegated authority to reflect appropriate and consistent classification within the department and throughout government.

Promotion of an employee relations environment that encourages early intervention and appropriate resolution of workplace issues.

Delivery of a comprehensive payroll and benefits service to all departmental staff.

Development and delivery of in-house training programs and educational assistance programs to enhance the knowledge, skills and abilities of individuals, the corporate culture of the department and to sustain the employment of department employees.

Provision of services to support the well-being and appropriate return to work of injured or ill employees and compliance with Occupational Health and Safety legislation.

Provision of Diversity Strategies to enhance the retention of designated employees.

ADMINISTRATION AND FINANCE

SUB-APPROPRIATION 07 1f
HUMAN RESOURCE SERVICES

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	80.3	1.00	80.6
Professional/Technical	4.00	239.6	4.00	238.6
Administrative Support	4.00	162.0	4.00	153.8
Employee Benefits		65.9		59.9
Total Salaries and Employee Benefits	9.00	547.8	9.00	532.9
OTHER EXPENDITURES				
Transportation		0.6		0.6
Communications		5.4		5.4
Supplies and Services		48.3		44.1
Other Operating		25.7		25.4
Total Other Expenditures		80.0		75.5
TOTAL SUB-APPROPRIATION		627.8		608.4

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2006/2007 $(000s)**	Estimates of Expenditure 2005/2006 $(000s)
7.2	2.	TREASURY	**1,826.4**	1,812.6
		- Manages and administers the borrowing programs, cash resources and investment and debt activities of government.		
		- Manages and administers borrowing programs and investment activities on behalf of government agencies.		
		(a) Administration	**216.9**	220.3
		(b) Capital Markets	**650.2**	663.9
		(c) Treasury and Banking Operations	**959.3**	928.4
			1,826.4	1,812.6

TREASURY

SUB-APPROPRIATION 07-2a

ADMINISTRATION

OBJECTIVES

To advise the Minister and Deputy Minister on all policy and program matters related to world financial markets, the management, security and servicing of government sector money, debt and investments, and other issues related to the Treasury Division.

To coordinate and administer the activities of the Treasury Division so as to ensure that government policy objectives are met.

ACTIVITY IDENTIFICATION

Manages the activities of the division.

Maintains close contact with the world financial community so as to be knowledgeable about the status of all markets relevant to the province, and provides advice to the Minister and Deputy Minister respecting such markets.

Provides financial management and advisory services to government departments, agencies and investment funds.

Reviews policies, legislation and regulations, and recommends changes where necessary to achieve objectives.

Ensures that safeguards are in place to protect the financial assets of the province.

Deals with technological and financial market complexities and risks through the operations of an Executive Management Committee, a Capital Markets Committee, a Risk Committee and an Information Technology Committee.

Ongoing customization and upgrading of an automated, integrated treasury management system to provide more efficient cash, investment and debt management reporting.

EXPECTED RESULTS

The best possible financial arrangements that minimize risk and cash flow requirements for the province, Crown corporations, government agencies, school boards, hospitals and municipalities.

Policies, legislation and regulations are sufficient for the needs of the government.

Investment returns are the maximum possible within acceptable risk parameters.

The Treasury Division will be effectively and efficiently managed and operated, and the expected results of the branches of the Treasury Division will be achieved.

TREASURY

SUB-APPROPRIATION 07 2a
ADMINISTRATION

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	107.1	1.00	107.4
Administrative Support	1.00	0.0	1.00	0.0
Employee Benefits		10.9		10.7
Total Salaries and Employee Benefits	2.00	118.0	2.00	118.1
OTHER EXPENDITURES				
Transportation		4.4		4.4
Communications		5.1		5.1
Supplies and Services		37.0		40.3
- Office Space Rental	18.2		21.5	
- Other	18.8		18.8	
Minor Capital		45.7		45.7
Other Operating		6.7		6.7
Total Other Expenditures		98.9		102.2
TOTAL SUB-APPROPRIATION		216.9		220.3

TREASURY

SUB-APPROPRIATION 07-2b

CAPITAL MARKETS

OBJECTIVES

To provide effective management of the borrowing programs needed to finance the government, Crown corporations and government agencies.

To administer the government's investments in and advances made to Crown corporations, government agencies and other loan programs.

To effectively manage the short-term borrowing and investing programs of the government.

To effectively manage trust money deposited with the Minister of Finance by Crown corporations, agencies and departments.

ACTIVITY IDENTIFICATION

Monitors global capital markets and initiates the borrowing activities of the government which have recently averaged approximately $2.7 billion per annum. All documentation relating to borrowing activities is prepared by the branch.

Manages the government's currency and interest rate risk respecting its liabilities by monitoring swap markets, initiating and negotiating interest rate and currency swaps as well as being responsible for all the documentation related to these transactions.

Acts as the province's principal liaison with domestic and international rating agencies and coordinates all presentations made to such agencies.

Prepares or coordinates the preparation of all documentation required by the regulatory agencies in the various global markets to allow the province to borrow in those markets. This includes prospectuses and associated documentation, legal opinions and other certificates.

Maintains all records relating to the direct and guaranteed debt of the government, and prepares the related sections contained in provincial publications such as public accounts, the budget and quarterly financial report.

Manages the capital funding of all Crown corporation and loan programs and maintains the records of such investments.

Monitors foreign exchange markets and arranges for the purchase and sale of foreign currencies as required to service the debt.

Establishes interest rates for loans to Crown corporations, government agencies, school boards, hospitals and municipalities.

Establishes strategies for the investment of sinking funds and other long-term investment accounts aggregating approximately $6.2 billion.

Prepares cash flow forecasts detailing the government's anticipated daily receipts and expenditures, including its trust and administration activities. Management of daily bank balances and timing of long-term borrowing is determined as a result of these cash flow forecasts.

CAPITAL MARKETS

EXPECTED RESULTS

During 2006/2007, the government is expected to borrow approximately $2.8 billion. This borrowing program is expected to require 25 - 30 issues of securities in both domestic and international markets. The branch will continually monitor these markets to ensure not only that the most efficient market is used but that the timing of each issue is proper.

The branch will continue to maintain the records with respect to investments in or advances to over 30 programs, Crown corporations and government agencies. The annual investment program is expected to approximate $429 million in 2006/2007. The aggregate amount of investments outstanding at March 31, 2007 will approximate $8.3 billion.

During 2006/2007, the Money Management program will involve managing the cash flow for over $15 billion of transactions processed through the accounts of the government.

Monitoring and management of the government's cash flow during 2006/2007 will result in the branch arranging over 1,000 short term investment transactions aggregating over $40 billion of investment purchases and $10.0 billion of investment sales. The branch will also arrange for the issue of approximately $500.0 million of promissory notes to finance temporary shortfalls resulting from differences in the timing of government payments and receipts. Interest earned on short-term investments is expected to amount to $49.0 million while interest paid on the promissory notes issued will be approximately $1.2 million.

Over 140 departments, agencies and Crown corporations are required to deposit surplus funds with the Minister of Finance in interest-bearing trust deposits. These trust funds are expected to average $1.2 billion in 2006/2007. In excess of 3,000 trust deposit receipts will be issued and approximately 4,000 payments will be processed by the branch in respect to these deposits. Interest paid on these trust accounts is expected to amount to $47.0 million.

TREASURY

SUB-APPROPRIATION 07 2b
CAPITAL MARKETS

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	92.7	1.00	100.0
Professional/Technical	7.00	401.9	7.00	408.7
Administrative Support	1.00	35.7	1.00	36.4
Employee Benefits		66.6		59.1
Total Salaries and Employee Benefits	9.00	596.9	9.00	604.2
OTHER EXPENDITURES				
Transportation		4.6		4.6
Communications		14.3		14.3
Supplies and Services		18.7		25.1
- Office Space Rental	15.7		22.1	
- Other	3.0		3.0	
Other Operating		15.7		15.7
Total Other Expenditures		53.3		59.7
TOTAL SUB-APPROPRIATION		650.2		663.9

TREASURY

SUB-APPROPRIATION 07-2c

TREASURY AND BANKING OPERATIONS

OBJECTIVES

To service and administer the public debt of the province.

To service and safekeep the investments of the province and certain Crown corporations and government agencies.

To provide administrative support to the Treasury Division including the coordination of the division's information technology functions.

To coordinate the preparation of Treasury Division and Public Debt estimates and analyses.

To provide a controllership function to the Treasury Division.

To ensure effective risk management practices, processes and compliance with approved policies and procedures.

To establish and manage banking arrangements appropriate to the government's needs.

ACTIVITY IDENTIFICATION

Services the debt of the province by acting as registrar and paying agent on some issues of securities, monitoring the performance of corporate registrars and paying agents with respect to other issues of securities, and by issuing instructions and transferring funds to the province's fiscal agents and swap counterparties on other debenture, treasury bill and promissory note debt.

Services the sinking fund investments of the Province of Manitoba, Manitoba Hydro and The University of Manitoba by providing safekeeping operations, processing purchases for these funds and collecting and recording receipts on interest, sales and maturing principal.

Safekeeps and services the long-term investments of major accounts such as Manitoba Public Insurance.

Safe keeps and services the short term investments of the province by issuing instructions to custodial agents, processing purchases and collecting and recording receipts on interest, sales and maturing principal.

Processes payments of interest and principal on trust money deposited with the Minister of Finance, and payments and receipts relating to debt and investment servicing.

The branch monitors the credit status of over 50 approved investments and maintains appropriate exposure limits for each.

Prepares Treasury Division and Public Debt estimates and analyses.

Advises on and establishes procedures regarding the use of banking services and depositing for other departments and some agencies, and evaluates requests for new bank accounts and changes to existing accounts.

TREASURY AND BANKING OPERATIONS

ACTIVITY IDENTIFICATION cont'd...

Maintains a central index of approximately 270 accounts representing all Province of Manitoba deposit accounts in all financial institutions in the province.

Negotiates contracts for banking and related services for the province.

Monitors the division's risk management practices and financial exposures such as Mark to Market and credit monitoring.

EXPECTED RESULTS

In 2006/2007, the direct debt serviced by the branch is expected to approximate $20.0 billion. This debt will be represented by debentures, builder bonds, treasury bills, promissory notes and Canada Pension Plan debentures all payable in Canadian dollars. As well as 13 debenture issues payable in U.S. dollars, 1 debenture issue payable in Swiss Francs, 2 debenture issues payable in Japanese Yen, I debenture issue payable in Euros and 2 debenture issues payable in New Zealand dollars. In servicing these foreign issues, the branch expects to administer over 300 swap agreements whereby, among other things, all the foreign debt have been swapped into fixed or floating rate Canadian or U.S. dollar liabilities.

Servicing the long term investments of the province and its agencies is expected to require processing investment purchases of $4.1 billion, sales and maturities of $4.0 billion, and earnings of $355.8 million and will require administering 180 swap contracts by which investments denominated in foreign currencies have been swapped into Canadian dollars.

Servicing the short-term investments of the province will require processing 1,900 safekeeping transactions respecting purchases, sales and maturities with a total value of approximately $80.0 billion.

The branch's treasury payment system is expected to process cheques valuing approximately $55.0 million and electronic transfers with a value of approximately $17.4 billion.

The branch will maintain loss-free safekeeping, payment and receipt operations.

Measure, monitor and report on the financial risks generated through the division's management of $6.2 billion in investments and $20.0 billion in debt.

The branch will continue to partner with specific project areas of government as they become involved in electronic commerce to enable individuals and companies to interact and conduct business with various government departments using new technology. As the finance industry continues to be challenged by service providers exiting business sectors, the branch must be ready to proactively address these problems and offer solutions. Initiatives such as these will contribute to government efficiency and permit better access and service to the general public. We will continue to respond to other requests for change in an efficient and timely manner.

TREASURY

SUB-APPROPRIATION 07 2c
TREASURY AND BANKING OPERATIONS

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	92.7	1.00	89.9
Professional/Technical	10.00	530.9	10.00	516.3
Administrative Support	3.00	141.5	3.00	141.8
Employee Benefits		87.5		83.5
Total Salaries and Employee Benefits	14.00	852.6	14.00	831.5
OTHER EXPENDITURES				
Transportation		3.4		3.4
Communications		10.7		10.7
Supplies and Services		75.6		65.8
- Office Space Rental	69.7		59.9	
- Other	5.9		5.9	
Other Operating		17.0		17.0
Total Other Expenditures		106.7		96.9
TOTAL SUB-APPROPRIATION		959.3		928.4

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2006/2007 $(000s)**	Estimates of Expenditure 2005/2006 $(000s)
7.3	3.	COMPTROLLER	**6,132.2**	5,937.3
		- Provides central accounting, payroll and financial reporting services for the province, and central control of cost-shared agreements.		
		- Provides advice to Treasury Board and government departments concerning accounting policies and practices as well as financial and management systems.		
		- Provides comprehensive internal audit and value for money review services to management throughout government.		
		- Provides technical support for computer-based systems within the department.		
		(a) Comptroller's Office	**454.4**	434.7
		(b) Information Technology Services	**528.9**	742.3
		(c) Disbursements and Accounting	**3,094.5**	2,728.0
		(d) Internal Audit and Consulting Services	**2,054.4**	2,032.3
			6,132.2	5,937.3

COMPTROLLER

SUB-APPROPRIATION 07-3a

COMPTROLLER'S OFFICE

OBJECTIVES

To establish and foster a corporate Comptrollership function for the Manitoba government that includes value-added advice and guidance in support of legislative and governmental decision-making, service delivery effectiveness and accountability requirements, set in a framework of corporate values and ethics and based on sound risk management practices.

ACTIVITY IDENTIFICATION

Plans, organizes and controls divisional activities in accordance with the department's and government's priorities and policies.

EXPECTED RESULTS

Key results, as they relate to aspects of the Comptrollership function, will be identified under the other three branches, which make up the Comptroller's Division.

SUB-APPROPRIATION 07 3a
COMPTROLLER'S OFFICE

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	111.1	1.00	107.4
Professional/Technical	3.00	212.8	3.00	213.2
Administrative Support	1.00	37.0	1.00	37.1
Employee Benefits		45.3		37.6
Total Salaries and Employee Benefits	5.00	406.2	5.00	395.3
OTHER EXPENDITURES				
Transportation		2.2		2.2
Communications		2.6		2.6
Supplies and Services		23.1		16.6
- Office Space Rental	11.6		11.1	
- Other	11.5		5.5	
Other Operating		20.3		18.0
- Desktop and other Computer Services	12.4		12.1	
- Other	7.9		5.9	
Total Other Expenditures		48.2		39.4
TOTAL SUB-APPROPRIATION		454.4		434.7

COMPTROLLER

SUB-APPROPRIATION 7-3b

INFORMATION TECHNOLOGY SERVICES

OBJECTIVES

To ensure that the Department of Finance has efficient, effective and technologically sound information systems that support the department's objectives.

ACTIVITY IDENTIFICATION

Leadership and coordination in the development of strategic and annual information technology plans.

Provision of information technology expertise and consulting services.

Development, implementation and maintenance of computer applications.

Development, implementation and testing of backup/disaster recovery plans.

Participation in government-wide information technology initiatives and involvement on committees and special work groups/teams to support and implement selective information technology projects.

Liaison with non-government sources for program delivery.

Provide resources for the upgrade of the integrated taxation system to DOT.NET

EXPECTED RESULTS

The provision of support to ensure that automated information systems are maintained in a continuous state of full operational serviceability. In 2006/2007, Information Technology Services will support:

- Several Taxation applications on mainframe, midrange and microcomputer platforms utilizing a variety of databases and programming languages including Gentax upgrade to DOT.NET
- The implementation of new technology and applications that are efficient, effective and meet the needs of the clients in the department. In 2006/2007, some of the planned initiatives include:
  - maintenance and enhancement of existing departmental application systems;
  - version and technology upgrade of the Gentax Taxation System; and
  - rewriting, reengineering or creating PC applications based on current business needs and priorities
- Increased standardization, compatibility and integration of data systems, hardware and software to reduce the support burden and improve the ability to share data and technology.

COMPTROLLER

SUB-APPROPRIATION 07 3b
INFORMATION TECHNOLOGY SERVICES

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	2.00	168.7	2.00	169.3
Professional/Technical	0.25	7.6	0.25	7.5
Employee Benefits		25.9		18.1
	2.25	202.2	2.25	194.9
Other Costs and Benefits		457.5		454.4
Total Salaries and Employee Benefits	2.25	659.7 (1)	2.25	649.3
OTHER EXPENDITURES				
Communications		3.4		3.4
Supplies and Services		45.2		43.3
- Office Space Rental	44.5		42.6	
- Other	0.7		0.7	
Minor Capital		6.0		6.0
Other Operating		40.8		40.3
- Desktop and other Computer Services	24.3		23.8	
- Other	16.5		16.5	
Total Other Expenditures		95.4		93.0
TOTAL EXPENDITURES		755.1		742.3
Less: Recoverable from Part B - Capital Investment		(226.2) (2)		0.0
TOTAL SUB-APPROPRIATION		528.9		742.3

1. Salaries include funds for FTEs shown above as well as salary funds to be recovered by the Department of Energy, Science and Technology for FTEs transferred to that department for development and delivery of integrated information communication technology services for government.
2. Transfer to Part B – Capital Investment of the applicable portion of salaries and benefits dedicated to the upgrade of the integrated taxation system.

COMPTROLLER

SUB-APPROPRIATION 07-3c

DISBURSEMENTS AND ACCOUNTING

OBJECTIVES

To maintain central financial systems for all receipts to, and disbursements from, the Consolidated Fund of the Province of Manitoba, in accordance with governing legislation and established accounting policies and procedures. To maintain the accounting records of the government and to prepare financial statements and reports for presentation to the Legislature and the public, as well as for central and departmental use. To develop and communicate government-wide financial management policies and procedures.

ACTIVITY IDENTIFICATION

Operates and maintains the central financial system, including the related procedures and controls, for all receipts and payment requests.

Operates and maintains the central payroll system, including the related procedures and controls for payment of salaries and wages to Provincial employees, Ministers, MLA's and employees of various boards.

Prepares statements and reports on the financial results of the government's operations for distribution to the Legislature and the public.

Work with organizations included in the Government Reporting Entity to facilitate the Government of Manitoba's transition to Summary Budgeting, and to assist in changing the primary focus of the Financial Reporting process to reflect the broader public sector.

Maintains a central record of, and accounting for, Federal-Provincial cost-sharing agreements, and provides advice and recommendations to the drafters of such agreements with respect to financial matters.

Monitors the accountable advance function for government.

Administers the bank reconciliation process for all government cheques.

Administers the garnishment and set-off process on behalf of government.

EXPECTED RESULTS

Issuance of approximately 475,000 supplier payments, via cheque or direct deposit, in accordance with legislation, policy and other governing authority within payment cycles based on established vendor payment terms.

Issuance of approximately 420,000 employee payments, via cheque or direct deposit, in accordance with legislation, policy and other governing authority, ensuring that bi-weekly pay dates are met.

Collection, on a timely basis, of amounts owing on shared-cost agreements.

Maintenance of accurate and complete accounting records within the central financial system for government.

SUB-APPROPRIATION 07-3c
Page 2 ...

DISBURSEMENTS AND ACCOUNTING

EXPECTED RESULTS cont'd...

Preparation of financial statements and reports on a timely basis and in accordance with established accounting policies.

Primary focus for the 2007/2008 Financial Reporting process on the broader public sector.

Provision of functional direction and guidance for the receipt and disbursement of public funds resulting in appropriate financial processes within the government of the Province of Manitoba.

Reconciliation of all government bank accounts and transactions within one month of month-end.

Deduction and remittance of garnishments, demands and set-offs from employee and supplier payments on a timely basis.

COMPTROLLER

SUB-APPROPRIATION 07 3c
DISBURSEMENTS AND ACCOUNTING

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	3.00	250.1	3.00	251.1
Professional/Technical	24.00	1,654.8 (1)	24.00	1,366.6
Administrative Support	14.00	511.6	14.00	508.3
Employee Benefits		325.5		260.8
	41.00	2,742.0	41.00	2,386.8
Other Costs and Benefits		20.0		20.0
Less: Allowance for Staff Turnover		(54.0)		(54.0)
Total Salaries and Employee Benefits	41.00	2,708.0	41.00	2,352.8
OTHER EXPENDITURES				
Transportation		5.0		5.0
Communications		342.4		342.4
- Postage	315.5		315.5	
- Other	26.9		26.9	
Supplies and Services		334.9		326.2
- Office Space Rental	212.1		203.4	
- Other	122.8		122.8	
Minor Capital		13.5		13.5
Other Operating		200.7		198.1
- Desktop and other Computer Services	118.7		116.1	
- Computer Utilization	47.7		47.7	
- Other	34.3		34.3	
Total Other Expenditures		896.5		885.2
TOTAL EXPENDITURES		3,604.5		3,238.0
Less: Recoverable from Other Appropriations		(510.0)		(510.0)
TOTAL SUB-APPROPRIATION		3,094.5		2,728.0

1. Increase is to enable the Government of Manitoba's transition to Summary Budgeting and Reporting.

COMPTROLLER

SUB-APPROPRIATION 07-3d

INTERNAL AUDIT AND CONSULTING SERVICES

OBJECTIVES

To serve management throughout government through internal audit services that provide independent and objective advice in support of encouraging the continual improvement of management practices, internal controls and accountability.

ACTIVITY IDENTIFICATION

The provision of internal audit services to all departments and corporate management. Through consultation with senior management/audit committees and a risk-based perspective, ensure that internal audit plans and allocation of resources are responsive to areas of highest priorities.

Internal audits that focus on validating the existence and effectiveness of internal controls.

Other audit and advisory services to departments on management and financial control issues including assistance in the implementation of government-wide systems and value for money reviews.

EXPECTED RESULTS

Audit services will be provided which are responsive to the corporate and departmental audit plans. Audit results will be forwarded to clients in a timely manner, including any recommendations for improvements.

Ongoing assessment of technical expertise and related training requirements to ensure consistently high quality audit services are provided, through appropriate audit methodologies.

The support of management on internal control issues and financial systems.

Participation in government-wide initiatives in support of improved management accountability.

COMPTROLLER

SUB-APPROPRIATION 07 3d
INTERNAL AUDIT AND CONSULTING SERVICES

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	89.5	1.00	89.9
Professional/Technical	22.00	1,509.5	22.00	1,508.8
Administrative Support	1.50	61.9	1.50	62.0
Employee Benefits		193.7		176.2
Total Salaries and Employee Benefits	24.50	1,854.6	24.50	1,836.9
OTHER EXPENDITURES				
Transportation		3.9		3.9
Communications		12.2		12.2
Supplies and Services		103.1		99.4
- Office Space Rental	87.3		83.6	
- Other	15.8		15.8	
Minor Capital		0.5		0.5
Other Operating		80.1		79.4
- Desktop and other Computer Services	67.7		67.0	
- Other	12.4		12.4	
Total Other Expenditures		199.8		195.4
TOTAL SUB-APPROPRIATION		2,054.4		2,032.3

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	Estimates of Expenditure 2006/2007 $(000s)	Estimates of Expenditure 2005/2006 $(000s)
7.4	4.	TAXATION	**16,088.8**	15,886.5

- Ensures the effective management and collection of tax revenues in accordance with the various Acts through the provision of tax expertise to businesses collecting taxes, taxpayers and government. Administers the processing and reporting of taxation revenues. Informs, investigates and audits taxpayers to ensure compliance with the various taxation statutes.

- Advises on taxation policy matters and administers the following Acts:

  - The Corporation Capital Tax Act
  - The Gasoline Tax Act
  - The Health & Post Secondary Education Tax Levy Act
  - The Mining Tax Act
  - The Motive Fuel Tax Act
  - The Retail Sales Tax Act
  - The Tax Administration and Miscellaneous Taxes Act Part 1 and Part 1.1
  - The Tobacco Tax Act
  - The continuing phase out of the Manitoba Succession Duty Act

(a)	Management and Research	**1,485.6**	1,494.6
(b)	Taxation Administration	**6,715.1**	6,676.9
(c)	Audit	**7,012.6**	6,828.1
(d)	Tobacco Interdiction	**875.5**	886.9
		16,088.8	15,886.5

TAXATION

SUB-APPROPRIATION 07-4a

MANAGEMENT AND RESEARCH

OBJECTIVES

To ensure tax revenues under The Corporation Capital Tax Act, The Gasoline Tax Act, The Health and Post Secondary Education Tax Levy Act, The Mining Tax Act, The Motive Fuel Tax Act, The Retail Sales Tax Act, The Tobacco Tax Act, and Part 1 and Part 1.1 of The Tax Administration and Miscellaneous Taxes Act are remitted as provided for under the Act and to implement the policies of the government in an efficient and effective manner while maintaining taxpayers' confidence in the integrity of the tax system as a result of applying the rules under the Acts uniformly and consistently.

ACTIVITY IDENTIFICATION

Provides the Taxation Division's overall policy and strategic direction, maintenance of high technical standards, quality of results, budgetary reporting and internal control.

Provides the Minister of Finance and the Deputy Minister with recommendations for changes in legislation or policy, evaluates the administrative and revenue implications being considered by the government, assists Legislative Counsel with the preparation of legislation amendments and implements the changes as directed.

Prepares official communications, including ministerial responses regarding taxation matters.

Liaises with other departments, taxpayers, businesses, associations and tax professionals on taxation matters.

Prepares financial forecasts and analyses to assist in strategic taxation planning.

Reviews the effectiveness and efficiency of tax administration and audit processes.

Trains and develops staff.

Maintains and monitors Management Performance Action Plans.

Develops and implements new taxation policy and administration procedures and informs division staff and the taxpayer community.

Participates in review, development and implementation of new technology in the division.

Liaises with the Canada Revenue Agency (CRA) and other jurisdictions on cooperative information exchanges, and other taxation administration, management and enforcement issues.

Develops and distributes public tax information through the internet, tax information bulletins, public workshops, business symposiums and special projects.

MANAGEMENT AND RESEARCH

EXPECTED RESULTS

Collection of tax revenues imposed by the Acts.

Maintenance of a fair, effective and efficient tax system with a sufficient deterrent to tax avoidance or evasion.

Timely and thorough evaluation of the implications of administrative, revenue and policy options being considered by the government.

Timely implementation of new taxation legislation in an efficient and effective manner.

Timely preparation of official communications, including development and updating of tax information bulletins provided to businesses.

Timely and accurate preparation of financial forecasts.

Effective control and use of Taxation Division's resources.

Effective contribution to the review, development and implementation of technology.

TAXATION

SUB-APPROPRIATION 07 4a
MANAGEMENT AND RESEARCH

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	3.00	285.1	3.00	286.3
Professional/Technical	12.50	720.9	12.50	738.8
Administrative Support	4.00	175.6	4.00	172.5
Employee Benefits		135.3		132.1
Total Salaries and Employee Benefits	19.50	1,316.9	19.50	1,329.7
OTHER EXPENDITURES				
Transportation		8.0		8.0
Communications		16.5		16.5
Supplies and Services		69.9		67.4
- Office Space Rental	58.4		55.9	
- Other	11.5		11.5	
Other Operating		74.3		73.0
- Desktop and other Computer Services	53.8		52.5	
- Other	20.5		20.5	
Total Other Expenditures		168.7		164.9
TOTAL SUB-APPROPRIATION		1,485.6		1,494.6

TAXATION

SUB-APPROPRIATION 07-4b

TAXATION ADMINISTRATION

OBJECTIVES

To efficiently and effectively administer and collect taxes due to the government under The Corporation Capital Tax Act, The Gasoline Tax Act, The Health and Post-Secondary Education Tax Levy Act, The Mining Tax Act, The Motive Fuel Tax Act, The Retail Sales Tax Act, Part 1 and Part 1.1 of The Tax Administration and Miscellaneous Taxes Act and The Tobacco Tax Act.

ACTIVITY IDENTIFICATION

Maintains an updated tax roll for all statutes administered by the Taxation Division.

Operates an integrated tax system to process, record and control tax remittances.

Processes tax refunds on a timely basis for tax overpayments and the vehicle buy/sell program.

Processes tax refunds on a timely basis for Native Fuel and Tobacco Tax Rebate Programs.

Reviews the Sales Tax Vehicle Refund Program administered by Manitoba Public Insurance.

Provides on location services to taxpayers on tax interpretations, remittance procedures, licensing and other requirements of the Acts and Regulations.

Participates in fuel sampling programs for dyed tax exempt fuels.

Administers the International Fuel Tax Agreement for the Manitoba trucking industry.

Collects and follows up outstanding tax arrears and delinquent tax returns.

Maintains filing systems to provide the necessary historical data on each taxpayer as required by all areas within the Taxation Division.

Recommends related policy change options and possible amendments to the Acts.

Trains and develops administration staff.

Maintains the branch's Management Performance Action Plan.

Collection of Tire Levy on behalf of the Tire Stewardship Board.

TAXATION ADMINISTRATION

EXPECTED RESULTS

Collection of tax imposed by the Acts.

Maintenance of an effective and efficient tax-gathering system.

Up to date roll of tax collectors.

Timely processing of refund claims from taxpayers.

Taxpayers and the general public provided with information necessary to comply with the statutes.

Maintain the performance standards required under the International Fuel Tax Agreement.

SUB-APPROPRIATION 07 4b
TAXATION ADMINISTRATION

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	85.3	1.00	85.7
Professional/Technical	19.00	900.6	19.00	904.1
Administrative Support	54.00	2,148.7	54.00	2,159.0
Employee Benefits		408.0		400.2
	74.00	3,542.6	74.00	3,549.0
Other Costs and Benefits		31.0		31.0
Total Salaries and Employee Benefits	74.00	3,573.6	74.00	3,580.0
OTHER EXPENDITURES				
Transportation		71.4		71.4
Communications		363.8		363.8
- Postage	262.4		262.4	
- Other	101.4		101.4	
Supplies and Services		610.9		600.3
- Office Space Rental	256.8		246.2	
- Professional Fees	111.0		111.0	
- Other	243.1		243.1	
Bank and Finance Charges		129.0		129.0
Other Operating		1,966.4		1,932.4
- Desktop and other Computer Services	182.0		178.0	
- Computer Utilization	144.0		114.0	
- Allowance for Doubtful Accounts	1,500.0		1,500.0	
- Other	140.4		140.4	
Total Other Expenditures		3,141.5		3,096.9
TOTAL SUB-APPROPRIATION		6,715.1		6,676.9

SUB-APPROPRIATION 07-4c

AUDIT

OBJECTIVES

To protect the revenues of the government under The Corporation Capital Tax Act, The Gasoline Tax Act. The Mining Tax Act, The Motive Fuel Tax Act, The Health and Post Secondary Education Tax Levy Act, The Retail Sales Tax Act, Part 1 and Part 1.1 of The Tax Administration and Miscellaneous Taxes Act and The Tobacco Tax Act through the promotion of voluntary compliance by taxpayers and tax collectors, utilizing effective and efficient audit and investigation programs and procedures; to inform taxpayers of the requirements of the various Statutes; and to administer the continuing phase out of the Manitoba Succession Duty Act.

ACTIVITY IDENTIFICATION

Develops policies, programs and procedures which result in the most efficient and effective utilization of resources to achieve compliance.

Audits the records of tax collectors and taxpayers, conducts investigations into the smuggling of tobacco and fuel, tax evasion and other violations of the Acts, conducts fuel sampling to detect the improper use of tax exempt fuel and prosecutes for offences under the Acts.

Conducts audits of a stipulated portion of Manitoba-based truckers and conducts roadside inspections under the International Fuel Tax Agreement (IFTA) and for prorated sales tax and registration fees under the International Registration Program (IRP).

Performs audits of a stipulated number of tire vendors on behalf of the Tire Stewardship Board.

Continually reviews the procedures and processes of the Audit branch with the goal of determining more efficient and effective use of resources and information technology to increase productivity and audit recoveries.

Recommends related policy change options and possible amendments to the Acts, evaluates the implication of changes being considered by the government and implements the changes as directed.

Liaises with the Canada Revenue Agency, the Canada Border Services Agency and other provinces to develop cooperation and exchange of information on audits and investigations.

Provides an information service to taxpayers and the general public on tax interpretations.

Trains and develops audit and investigation staff.

Maintains the branch's Management Performance Action Plan.

AUDIT

EXPECTED RESULTS

Recovery of unpaid tax revenues and increased compliance with a sufficient deterrent to tax avoidance/evasion for all Acts.

Completion of a targeted number of audits of the records of taxpayers and tax collectors.

Detection of smuggling and other offences evidenced by successful court prosecutions.

Completion of a stipulated number of International Fuel Tax Agreement/International Registration Program audits of Manitoba based truckers and a stipulated number of tire vendors.

Timely submission of related policy change options, possible amendments to the Acts and evaluation of the implications of such changes.

Taxpayers and the general public are provided with information necessary to comply with the Statutes.

TAXATION

SUB-APPROPRIATION 07 4c
AUDIT

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	2.00	178.0	2.00	178.8
Professional/Technical	73.00	4,537.4	73.00	4,531.0
Administrative Support	14.00	701.7	14.00	719.2
Employee Benefits		639.5		613.4
	89.00	6,056.6	89.00	6,042.4
Less: Allowance for Staff Turnover		(100.0)		(252.1)
Total Salaries and Employee Benefits	89.00	5,956.6	89.00	5,790.3
OTHER EXPENDITURES				
Transportation		149.7		149.7
Communications		62.6		62.6
Supplies and Services		457.2		442.8
- Office Space Rental	355.0		340.6	
- Other	102.2		102.2	
Bank and Finance Charges		0.1		0.1
Minor Capital		12.0		12.0
Other Operating		374.4		370.6
- Desktop and other Computer Services	224.8		221.0	
- Other	149.6		149.6	
Total Other Expenditures		1,056.0		1,037.8
TOTAL SUB-APPROPRIATION		7,012.6		6,828.1

TAXATION

SUB-APPROPRIATION 07-4d

TOBACCO INTERDICTION

OBJECTIVES

To protect the revenues of the government under The Tobacco Tax Act through the presentation of an enforcement profile that will promote voluntary compliance by taxpayers and tax collectors as well as detect and prosecute tax evaders. The program will provide information to taxpayers as well as utilize audit and investigative measures and procedures.

ACTIVITY IDENTIFICATION

Develops policies, programs and procedures and information for taxpayers which result in the most efficient and effective utilization of resources to achieve compliance.

Recommends related policy change options and possible amendments to the Acts, evaluates the implication of changes being considered by the government and implements the changes as directed.

Audits the records of tax collectors and taxpayers, conducts investigations into the smuggling of tobacco products and other violations of the Act and prosecute for offences under the Act.

Continues to liaise with law enforcement agencies, including the Winnipeg Police Service, Canada Revenue Agency, Canada Border Services Agency, R.C.M.P., Ontario Provincial Police, and other Provincial investigation agencies.

Operates a program to check commercial motor vehicles for the presence of contraband tobacco.

Maintains a program of interaction with the transportation industry.

Continues to cooperate with other provincial agencies and Crown corporations in assisting investigations into tobacco smuggling.

Utilizes Canadian Police Information Center (CPIC) to enhance investigations and improve communications with law enforcement agencies.

Trains and develops investigation staff.

Maintains the branch's Management Performance Action Plan.

Responds to media requests for information on the interdiction program.

EXPECTED RESULTS

Detection of smuggling and other offences evidenced by successful court prosecutions and tax recoveries.

Completion of targeted audits and reviews of the records of tax collectors and taxpayers.

Timely submission of related policy change options, possible amendments to the Act and evaluation of the implications to such changes.

Maintain expected level of revenue derived from The Tobacco Tax Act.

TAXATION

SUB-APPROPRIATION 07 4d
TOBACCO INTERDICTION

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Professional/Technical	10.00	462.3	10.00	476.7
Employee Benefits		82.7		79.7
	10.00	545.0	10.00	556.4
Other Costs and Benefits		129.0		129.0
Less: Allowance for Staff Turnover		(50.0)		(50.0)
Total Salaries and Employee Benefits	10.00	624.0	10.00	635.4
OTHER EXPENDITURES				
Transportation		127.5		127.5
Communications		18.4		18.4
Supplies and Services		14.0		14.0
Minor Capital		2.0		2.0
Other Operating		89.6		89.6
Total Other Expenditures		251.5		251.5
TOTAL SUB-APPROPRIATION		875.5		886.9

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2006/2007 $(000s)**	Estimates of Expenditure 2005/2006 $(000s)
7.5	5.	FEDERAL-PROVINCIAL RELATIONS AND RESEARCH	**3,297.4**	3,247.1
		- Provides research support in respect of national and provincial fiscal and economic matters and inter-governmental fiscal relations, including cost-shared programs.		
		- Administers fiscal arrangements and tax collection agreements with the federal government.		
		- Administers tax credit programs with the federal government and municipalities.		
		(a) Economic and Federal-Provincial Research	**2,807.9**	2,780.0
		(b) Manitoba Tax Assistance Office	**489.5**	467.1
			3,297.4	3,247.1

FEDERAL-PROVINCIAL RELATIONS AND RESEARCH

SUB-APPROPRIATION 07-5a

ECONOMIC AND FEDERAL-PROVINCIAL RESEARCH

OBJECTIVES

To provide the government with research and technical support with respect to national and provincial fiscal and economic matters and inter-governmental fiscal relations, and to fulfill the department's specific economic and fiscal information requirements.

To administer Federal-Provincial agreements and provincial tax credit programs.

ACTIVITY IDENTIFICATION

Provides advice and policy analysis with respect to a broad range of economic and fiscal matters including revenue policies and forecasts.

Serves as the principal administrative unit of the province for The Income Tax Act (Manitoba), The Federal-Provincial Fiscal Arrangements Act and Federal Post-Secondary Education and Health Contributions Act and the tax collection agreement with the federal government.

Acts as a central coordination unit for the Provincial Budget.

Advises on policies relating to federal-provincial fiscal and economic relations.

Supports provincial policy, and advances provincial fiscal interests while representing the province in various meetings and committees.

Administers tax credit programs with the federal government and municipalities.

EXPECTED RESULTS

The Minister and Cabinet are provided with timely and accurate information in regard to major fiscal, economic and taxation issues including inter-governmental implications.

Preparation and delivery of necessary reports and presentations to facilitate the conduct of the province's fiscal affairs, including support for the borrowing program.

Benefits to Manitoba from inter-governmental fiscal arrangements are maximized.

FEDERAL-PROVINCIAL RELATIONS AND RESEARCH

SUB-APPROPRIATION 07 5a
ECONOMIC AND FEDERAL-PROVINCIAL RESEARCH

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	4.00	382.6	4.00	383.1
Professional/Technical	14.25	978.9	14.25	987.3
Administrative Support	3.00	115.5	3.00	127.4
Employee Benefits		166.3		159.0
Total Salaries and Employee Benefits	21.25	1,643.3	21.25	1,656.8
OTHER EXPENDITURES				
Transportation		45.0		45.0
Communications		229.8		226.6
Supplies and Services		744.8		726.7
- Office Space Rental	162.4		145.5	
- Other	582.4		581.2	
Minor Capital		23.0		4.0
Other Operating		122.0		120.9
- Desktop and other Computer Services	57.3		56.2	
- Other	64.7		64.7	
Total Other Expenditures		1,164.6		1,123.2
TOTAL SUB-APPROPRIATION		2,807.9		2,780.0

FEDERAL-PROVINCIAL RELATIONS AND RESEARCH

SUB-APPROPRIATION 07-5b

MANITOBA TAX ASSISTANCE OFFICE

OBJECTIVES

To inform and assist taxpayers on the proper application of Manitoba income tax and tax credit programs for residents of Manitoba.

To administer and enforce elements of the School Tax Assistance, Tax Rebate Discounting, Manitoba Income Tax, Equity Tax Credit, Labour Sponsored Funds Credit, Manitoba Education Property Tax Credit, Personal Tax Credit, Riparian Tax Credit, Political Contributions Tax Credit, Cooperative Education Tax Credit and Farmland School Tax Rebate programs.

To monitor all claims administered and enforced by the branch and recover amounts granted to individuals who are ineligible.

ACTIVITY IDENTIFICATION

Provides information to taxpayers claiming any of the above referenced programs and administers these programs with Canada Revenue Agency.

Responds to enquiries and processes benefit applications.

Collection of ineligible amounts claimed by individuals.

Provides assistance to taxpayers in completing portions of their tax returns.

EXPECTED RESULTS

Residents of Manitoba receive information to accurately report on Manitoba income tax and tax credit programs. Direct benefits paid for some projects.

FEDERAL-PROVINCIAL RELATIONS AND RESEARCH

SUB-APPROPRIATION 07 5b
MANITOBA TAX ASSISTANCE OFFICE

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	56.3	1.00	55.5
Administrative Support	6.00	259.8	6.00	259.3
Employee Benefits		42.4		41.4
	7.00	358.5	7.00	356.2
Less: Allowance for Staff Turnover		0.0		(20.0)
Total Salaries and Employee Benefits	7.00	358.5	7.00	336.2
OTHER EXPENDITURES				
Transportation		0.2		0.2
Communications		53.7		53.7
Supplies and Services		50.7		51.0
- Office Space Rental	29.5		29.8	
- Other	21.2		21.2	
Other Operating		26.4		26.0
- Desktop and other Computer Services	18.8		18.4	
- Other	7.6		7.6	
Total Other Expenditures		131.0		130.9
TOTAL SUB-APPROPRIATION		489.5		467.1

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2006/2007 $(000s)**	Estimates of Expenditure 2005/2006 $(000s)
7.6	6.	INSURANCE AND RISK MANAGEMENT	**411.2**	407.8
		- Provides insurance and risk management services to all government departments, agencies and certain Crown corporations.		
		(a) Salaries and Employee Benefits	**350.2**	350.8
		(b) Other Expenditures	**61.0**	57.0
		(c) Insurance Premiums	**3,711.0**	3,341.0
		(d) Less: Recoverable from Other Appropriations	**(3,711.0)**	(3,341.0)
			411.2	407.8

SUB-APPROPRIATION 07-6

INSURANCE AND RISK MANAGEMENT

OBJECTIVES

To reduce the impact of unexpected and accidental events upon the organizational goals of the Government of Manitoba through the identification, management and control of risk exposures.

To increase beneficial consequences on organizational goals by assisting departments and agencies assume reasonable risks.

To protect and maintain the assets and programs of the Government of Manitoba through the application of the Risk Management principles of risk identification and evaluation, risk transfer, risk control and risk financing.

ACTIVITY IDENTIFICATION

Assists departments and agencies to examine existing and planned programs and facilities in order to identify risks and opportunities.

Assists departments and agencies to evaluate and prioritize risks and opportunities based upon potential impact upon goals and objectives, and the feasibility and cost of risk control measures.

Recommends the implementation of appropriate risk control measures in order to reduce loss frequency and severity; administers insurance related claims for government departments and agencies in order to minimize claim frequency and severity.

Promotes appropriate risk transfer practices between the government and third parties through examination of contracts and other legal documents for insurance, bonding and indemnification requirements.

Implements appropriate risk financing measures, including the use of self-insurance and the purchase of commercial insurance, to reduce the financial impact of unexpected loss.

Ensures the appropriate priorities of the government's risk management program, monitors program implementation and recommends change as required.

EXPECTED RESULTS

Government programs are delivered with minimum disruption and additional risk assessment opportunities for services and program delivery are identified.

A reduction in the frequency and severity of unexpected loss involving government facilities and programs.

A reduction in costs arising from contractual liabilities, for the government and those parties providing goods and services through contracts.

Increased control over government's risk financing costs, including the cost of traditional insurance coverage.

Increased control over the cost of claims incurred by government, including the cost of third party actions against the government.

SUB-APPROPRIATION 07 6
INSURANCE AND RISK MANAGEMENT

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	80.3	1.00	80.6
Professional/Technical	3.00	189.5	3.00	190.3
Administrative Support	1.20	43.6	1.20	43.6
Employee Benefits		36.8		36.3
Total Salaries and Employee Benefits	5.20	350.2	5.20	350.8
OTHER EXPENDITURES				
Transportation		5.0		5.0
Communications		5.2		5.2
Supplies and Services		28.9		25.1
- Office Space Rental	18.9		18.1	
- Other	10.0		7.0	
Other Operating		3,732.9		3,362.7
- Desktop and other Computer Services	13.2		13.0	
- Insurance Costs	3,711.0	[1]	3,341.0	
- Other	8.7		8.7	
Total Other Expenditures		3,772.0		3,398.0
TOTAL EXPENDITURES		4,122.2		3,748.8
Less: Recoverable from Other Appropriations		(3,711.0) [1]		(3,341.0)
TOTAL SUB-APPROPRIATION		411.2		407.8

1. Increase in insurance premium rates offset by corresponding recoveries from user departments.

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2006/2007 $(000s)**	Estimates of Expenditure 2005/2006 $(000s)
7.7	7.	TREASURY BOARD SECRETARIAT.....	**6,016.0**	5,972.6
		- Provides financial and analytical support and advice to the Minister of Finance and Treasury Board in fulfilling their responsibilities for fiscal management, program and organizational review.		
		- Monitors, analyzes and reports on the financial position of the province.		
		- Plans and coordinates the budgetary process.		
		- Coordinates expenditure management, continuous improvement, planning and program performance measurement processes for government including identification of efficiencies.		
		- Undertakes reviews of specific program areas.		
		- Develops and communicates policies, procedures and guidelines on administrative matters, and maintains the General Manual of Administration.		
		- Represents the government and department management in all labour relations and compensation activities within the civil service, and provides central administration of civil service benefit and insurance programs.		
		(a) Salaries and Employee Benefits	**5,198.4**	5,162.5
		(b) Other Expenditures	**817.6**	810.1
			6,016.0	5,972.6

SUB-APPROPRIATION 07-7

TREASURY BOARD SECRETARIAT

OBJECTIVES

To develop and implement the annual fiscal plan and related strategy for the Government of Manitoba.

To advise the Chairperson of Treasury Board on all policy, program and fiscal matters related to the roles and responsibilities of Treasury Board.

To provide information and advice to the Minister of Finance related to the fiscal position of the Manitoba government as well as overall financial and management issues.

To monitor and analyze the financial position of the province.

To coordinate expenditure management, continuous improvement, planning and performance measurement activities for government.

To develop, communicate, interpret, monitor and evaluate government administrative policies.

To provide a complete range of labour services to government, Crown agencies and government funded organizations in accordance with The Civil Service Act and The Labour Relations Act.

ACTIVITY IDENTIFICATION

Compile, develop and implement the annual fiscal plan and strategy for the Government of Manitoba.

Develop, implement and coordinate the budgetary process, and finalize the estimates of expenditure and revenue and related appropriation acts for tabling in the Legislature.

Monitor the current and projected fiscal position of the Government of Manitoba on a regular basis, and develop strategies to address deviations from the fiscal plan.

Provide advice and recommendations to the Minister of Finance, Treasury Board and Cabinet with respect to policy and financial issues through analysis and recommendations on submissions to Treasury Board and Cabinet.

Review major program delivery areas in the context of their immediate and long-term impact.

Jointly with the Comptroller's Division, work with organizations included in the Government Reporting Entity to enable the Government of Manitoba's transition to Summary Budgeting and Reporting, to change the primary focus of the Budget Process and financial reporting processes to reflect the broader public sector.

Review administrative processes and structures and develop strategies for service improvement.

Review and manage the central administrative policy function, primarily through the General Manual of Administration.

Negotiate collective agreements on behalf of government and public sector employers.

TREASURY BOARD SECRETARIAT

ACTIVITY IDENTIFICATION cont'd...

Act on behalf of government, as an employer, on pension and group insurance matters affecting the civil service and Crown agencies; act on behalf of the Department of Education, Citizenship and Youth on pension matters affecting teachers.

Coordinate all grievance-arbitration and appeal activities for management. In addition, represent management in other quasi-judicial processes with respect to union certification, wrongful dismissal, human rights and employment standards issues.

Administer government employee benefit plans and insurance programs in accordance with collective agreements and applicable legislation

EXPECTED RESULTS

Provision of effective financial and policy advice and services to the Minister of Finance/Chairperson of Treasury Board.

Timely and thorough analysis of information for Treasury Board on a weekly basis.

Creation and maintenance of the annual fiscal plan for the Government of Manitoba.

Finalization and distribution of Revenue and Expenditure Estimates and supply bills for tabling in the Legislature.

Timely provision of Quarterly Financial Reports.

Primary focus on the broader public sector, or Government Reporting Entity, for the 2007/2008 Budget Process, while maintaining appropriate and timely information on the annual fiscal plan for the Government of Manitoba.

Development and implementation of processes which will improve the effectiveness and efficiency of the expenditure management, continuous improvement, planning and performance measurement functions of the government.

Provision of labour relations services for all agreements on behalf of government, Crown agencies and government funded organizations.

Administration of all contracts and coordination of grievance/arbitration/appeal/labour board activities on behalf of government.

Negotiate, develop and communicate benefit plan changes.

Ongoing administration of negotiated benefit plans.

SUB-APPROPRIATION 07 7
TREASURY BOARD SECRETARIAT

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	**$(000s)**	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	**11.00**	**1,093.9**	11.00	1,079.1
Professional/Technical	**40.00**	**3,074.2**	40.00	3,039.0
Administrative Support	**12.00**	**500.4**	12.00	532.4
Employee Benefits		**554.4**		536.5
	63.00	**5,222.9**	63.00	5,187.0
Other Costs and Benefits		**25.5**		25.5
Less: Allowance for Staff Turnover		**(50.0)**		(50.0)
Total Salaries and Employee Benefits	**63.00**	**5,198.4**	63.00	5,162.5
OTHER EXPENDITURES				
Transportation		**24.3**		24.3
Communications		**54.1**		54.1
Supplies and Services		**520.0**		520.5
- Office Space Rental	**352.3**		352.8	
- Other	**167.7**		167.7	
Minor Capital		**14.9**		14.9
Other Operating		**204.3**		196.3
- Desktop and other Computer Services	**137.0**		134.0	
- Other	**67.3**		62.3	
Total Other Expenditures		**817.6**		810.1
TOTAL SUB-APPROPRIATION		**6,016.0**		5,972.6

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	Estimates of Expenditure 2006/2007 $(000s)		Estimates of Expenditure 2005/2006 $(000s)
7.8	8.	CONSUMER AND CORPORATE AFFAIRS	**11,685.9**		11,221.1
		- Facilitates the resolution of disputes between consumers and businesses, tenants and landlords.			
		- Through an adviser office, assists claimants in appealing automobile injury compensation internal review decisions of Manitoba Public Insurance and, through the Automobile Injury Compensation Appeal Commission, hears such appeals.			
		- Administers legislation for incorporation and registration of businesses, licensing of trust and loan corporations, credit unions and caisses populaires, licensing of companies and individuals involved in the sale of securities, real estate, insurance and raising capital, and regulates utilities through the Public Utilities Board.			
		- Maintains registries of vital events and of interests in land and personal property.			
		(a) Administration and Research	**925.1**		937.4
		(b) Consumers' Bureau	**1,409.0**		1,252.7
		(c) Residential Tenancies Branch	**4,730.6**		4,195.5
		(d) Financial Institutions Regulations Branch	**992.7**		981.6
		(e) Claimant Adviser Office – Automobile Injury Compensation Appeals	**461.9**		665.8
		(f) Automobile Injury Compensation Appeal Commission	**1,062.6**		1,160.5
		(g) Residential Tenancies Commission	**853.9**		915.5
		(h) Public Utilities Board	**1,250.1**		1,112.1
		(i) Vital Statistics Agency	**-**	(1)	-
		(j) Manitoba Securities Commission	**-**	(1)	-
		(k) The Property Registry	**-**	(1)	-
		(l) Companies Office	**-**	(1)	-
			11,685.9		11,221.1

1. The Vital Statistics Agency, Manitoba Securities Commission, The Property Registry and Companies Office function as special operating agencies and, on this basis, no funding is required in the 2006/07 Estimates of Expenditure (see Part 5).

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07-8a

ADMINISTRATION AND RESEARCH

OBJECTIVES

To provide leadership and direction for the division in the implementation of the legislation and policies of the government in an efficient and effective manner.

To provide research and support in the development of legislation and policy.

To provide administrative support.

ACTIVITY IDENTIFICATION

Provides for the division's overall policy management and administrative direction in accordance with the objectives of the government.

Provides the Minister and Deputy Minister with recommendations for legislation, policy and program changes on matters related to the division.

Provides direction and coordinates the development of legislation in the division and support to the Minister and the Deputy Minister throughout the legislative process.

Investigates marketplace problems and assesses alternative responses to them. Liaises with consumer oriented groups, representatives of the business sector and government officials.

Ensures the best use of the division's fiscal and physical resources. Coordinates and responds for the division to central department programs and initiatives.

EXPECTED RESULTS

Efficient and effective operation of the division in accordance with legislation and government policy objectives.

Maintenance of fair and effective regulatory frameworks for business and consumers.

Fair, impartial and accessible dispute resolution for consumers and business.

Timely development of legislation to respond to marketplace issues and to reflect the needs of various stakeholders.

Information on the views stakeholders have of particular issues and action options for addressing those issues.

Effective control and use of the division's resources.

Timely reporting of the division's expenditure and revenues.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07 8a
ADMINISTRATION AND RESEARCH

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	4.00	369.1	4.00	370.4
Professional/Technical	3.50	212.6	3.50	213.4
Administrative Support	3.28	135.2	3.28	135.4
Employee Benefits		87.2		80.7
	10.78	804.1	10.78	799.9
Other Costs and Benefits		109.3		110.1
Total Salaries and Employee Benefits	10.78	913.4 (1)	10.78	910.0
OTHER EXPENDITURES				
Transportation		4.6		4.6
Communications		16.2		16.2
Supplies and Services		205.6		203.1
- Office Space Rental	83.8		81.3	
- Professional Fees	102.6		102.6	
- Other	19.2		19.2	
Minor Capital		5.0		5.0
Other Operating		9.1		8.5
Total Other Expenditures		240.5		237.4
TOTAL EXPENDITURES		1,153.9		1,147.4
Less: Recoverable from Other Appropriations		(228.8)		(210.0)
TOTAL SUB-APPROPRIATION		925.1		937.4

1. Salaries include funds for FTEs shown above as well as salary funds to be recovered by the Department of Energy, Science and Technology for FTEs transferred to that department for the development and delivery of integrated information communication technology services for government.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07-8b

CONSUMERS' BUREAU

OBJECTIVES

To administer Manitoba's consumer protection legislation and assist consumers and businesses in effectively identifying and managing marketplace issues.

ACTIVITY IDENTIFICATION

Administers The Consumer Protection Act, The Business Practices Act, The Charities Endorsement Act, The Personal Investigations Act, The Hearing Aid Act, The Bedding, Upholstered and Stuffed Articles regulation under The Public Health Act and Part III of The Mortgage Act, Reverse Mortgage Loans.

Licences/registers/grants certifications or authorizes vendors and individual sellers engaged in direct selling; collection agencies and collectors; hearing aid dealers; charities fundraising in Manitoba; and manufacturers, renovators and home hobby crafters of stuffed articles.

Hears, mediates and investigates consumer complaints.

Takes enforcement action as appropriate concerning prosecution of offenders under the Acts administered.

Identifies problems and issues in the marketplace and makes recommendations to amend legislation under its mandate as required.

Informs and educates consumers, businesses and interest groups regarding their rights and responsibilities under consumer protection statutes as well as potential risks in the marketplace.

Works cooperatively with other departments, agencies and organizations in Manitoba and Canada on current issues.

EXPECTED RESULTS

During 2006/2007, the Consumers' Bureau will handle 35,000 calls and e-mails from consumers and businesses requiring information or assistance. In addition more than 60,000 hits to the Bureau's website will be made by consumer and business clients.

More than 1,750 complaint files will be opened and consumer services officers will assist consumers in resolving their disputes with business resulting in more than $350,000 recovered from business and paid to consumers.

In addition to dispute resolution, a number of consumer complaints will result in more formal action being taken under The Consumer Protection Act and The Business Practices Act including bond claims and the laying of charges by Justice.

In 2006/2007, more than 10,000 licences, registrations and authorizations will be issued by licensing staff under The Consumer Protection Act, The Charities Endorsement Act, The Hearing Aid Act and the Bedding, Upholstered and Stuffed Articles Regulation of The Public Health Act.

CONSUMERS' BUREAU

EXPECTED RESULTS cont'd...

Manitoba's commitment under the Agreement on Internal Trade to harmonized cost of credit disclosure requirements for consumer credit agreements, leases and mortgages will be met when amendments to The Consumer Protection Act and The Mortgage Act and new cost of credit disclosure regulations come into effect.

In 2006/2007, legislation will be introduced to protect Manitoba consumers from paying high fees to cash government cheques and to control other charges and Payday lender's business practices.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07 8b
CONSUMERS' BUREAU

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	3.00	218.7	3.00	215.3
Professional/Technical	8.00	515.6	8.00	438.3
Administrative Support	5.00	210.9	5.00	183.3
Employee Benefits		112.6		96.5
Total Salaries and Employee Benefits	16.00	1,057.8	16.00	933.4
OTHER EXPENDITURES				
Grants/Transfer Payments		88.7		88.7
Transportation		16.5		12.0
Communications		33.7		30.7
Supplies and Services		130.0		134.5
- Office Space Rental	90.3		85.8	
- Other	48.7		48.7	
Minor Capital		9.6		0.6
Other Operating		63.7		52.8
- Desktop and other Computer Services	41.0		34.1	
- Other	22.7		18.7	
Total Other Expenditures		351.2		319.3
TOTAL SUB-APPROPRIATION		1,409.0 [1]		1,252.7

1. Increase is to provide for the regulation, licensing and enforcement of Payday Loan companies.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07-8c

RESIDENTIAL TENANCIES BRANCH

OBJECTIVES

To investigate, mediate and/or adjudicate tenancy disputes between landlords and tenants.

To regulate the amount and frequency of rent increases in residential premises in Manitoba in accordance with the provisions of The Residential Tenancies Act.

To provide information to landlords and tenants. This information helps landlords and tenants understand and comply with The Residential Tenancies Act,

ACTIVITY IDENTIFICATION

Investigation, mediation and adjudication of disputes between landlords and tenants, including security deposit disputes, repairs, notices of termination, claims between landlords and tenants and Orders of Possession.

Reviewing landlords' applications for: rent increases above the guideline, withdrawals and reductions in service, laundry rate increases; reviewing tenant objections with respect to these applications; adjudicating and issuing orders setting rent.

Reviewing all complaints of non-compliance with the requirements of the Act and enforcing compliance orders.

Providing information on the legislation and the branch's policies and procedures.

The Residential Tenancies Branch is re-engineering its business processes to improve client service. This includes a significant information technology development project to support the new business processes.

EXPECTED RESULTS

Provision of general information on the legislation and branch policies/procedures to approximately 80,000 clients by telephone (includes Brandon and Thompson offices).

Provision of information/intake/mediation services to approximately 10,000 walk-in clients (includes Brandon and Thompson offices).

Provision of information to the public through the branch's website; the branch anticipates approximately 55,000 visits to the website.

Processing of approximately 7,000 non rent increase disputes between landlords and tenants; issuance of Orders and Reasons for Decision on:

Applications for Orders of Possession – within 3 business days from the date of a hearing;

Claims Above a Security Deposit/Determinations – within 10 business days from the date of a hearing;

Claims for Less than a Security Deposit – within 23 calendar days from the date the file is transferred to an adjudication officer;

RESIDENTIAL TENANCIES BRANCH

EXPECTED RESULTS cont'd...

Completion of Security Deposit files or processing for Transfer to Adjudication - within 60 calendar days from the date the file is opened.

Processing of approximately 800 rent regulation files. This includes applications for rent increase above the guideline and other rent regulation applications, investigation of possible unauthorized rents, rent status inquiries and tenant objections to guideline or less rent increases; issuance of Orders and Reasons for Decision on:

Applications for Rent Increase Above the Guideline – within 90 calendar days from the date the branch receives the application;

Application for Laundry Rate Increases – within 90 calendar days from the date the branch receives the application;

Unauthorized Rent Increase Issues – within 90 calendar days from the date the file is opened;

Applications for Rehabilitation – within 30 calendar days from the date the branch receives the application to issuance of the interim order.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07 8c
RESIDENTIAL TENANCIES BRANCH

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	**$(000s)**	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	**2.00**	**169.8**	2.00	165.7
Professional/Technical	**31.50**	**1,846.5**	31.50	1,661.7
Administrative Support	**27.00**	**1,345.9**	27.00	1,140.0
Employee Benefits		**435.6**		359.5
	60.50	**3,797.8**	60.50	3,326.9
Other Costs and Benefits		**6.2**		6.2
Total Salaries and Employee Benefits	**60.50**	**3,804.0** (1)	60.50	3,333.1
OTHER EXPENDITURES				
Transportation		**51.7**		40.7
Communications		**119.8**		112.8
Supplies and Services		**352.7**		311.7
- Office Space Rental	**244.9**		203.9	
- Professional Fees	**41.7**		41.7	
- Other	**66.1**		66.1	
Minor Capital		**82.5**		123.5
Other Operating		**319.9**		273.7
- Desktop and other Computer Services	**105.6**		84.4	
- Other	**214.3**		189.3	
Total Other Expenditures		**926.6** (1)		862.4
TOTAL SUB-APPROPRIATION		**4,730.6**		4,195.5

1. Increase is for the full year salary and operating costs for the implementation of The Residential Tenancies Amendment Act related to the rehabilitation of rental properties program and additional resources to address service levels during continued re-engineering.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07-8d

FINANCIAL INSTITUTIONS REGULATION BRANCH

OBJECTIVES

To provide a legislative and regulatory framework which promotes the orderly growth and development of cooperatives, credit unions and caisses populaires, and the insurance industry in Manitoba.

To protect the public while facilitating the transaction of the business of insurance.

To provide a legislative and regulatory framework to safeguard the funds gathered from the public and ensure the prudent investment of those funds.

To protect members of cooperatives, credit unions and caisses populaires through the administration of The Cooperatives Act, The Credit Unions & Caisses Populaires Act and corresponding regulations.

ACTIVITY IDENTIFICATION

Regulate and license private insurance companies, issue business authorizations to trust and loan corporations to conduct business in Manitoba.

Licence hail insurance agents, hail insurance adjusters and accident and baggage insurance agents. Oversee the Insurance Council of Manitoba in its role to license and supervise the activities of all other insurance agents and adjusters.

Review existing legislation within the branch's mandate and recommend changes where appropriate.

Monitor the financial and operational performance of the Credit Union Deposit Guarantee Corporation, La Société d'assurance-dépôts des Caisses Populaires, The Credit Union Central of Manitoba and La Fédération des Caisses Populaires du Manitoba.

Maintain a registry for cooperatives, credit unions and caisses populaires, assist with the incorporation of such entities and provide advice on statutory matters including issuing securities to members.

EXPECTED RESULTS

Public confidence in the financial institutions operating in Manitoba.

Fair and timely resolution of disputes between members and credit unions, caisses populaires, and cooperatives, and between insurance companies and trust and loan corporations and their customers.

A fair and efficient marketplace for insurance companies, trust and loan corporations, cooperatives, credit unions and caisse populaires.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07 8d
FINANCIAL INSTITUTIONS REGULATIONS BRANCH

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	3.00	250.4	3.00	249.1
Professional/Technical	3.50	203.8	3.50	204.6
Administrative Support	5.00	221.0	5.00	219.3
Employee Benefits		81.3		75.6
	11.50	756.5	11.50	748.6
Less: Allowance for Staff Turnover		(25.0)		(25.0)
Total Salaries and Employee Benefits	11.50	731.5	11.50	723.6
OTHER EXPENDITURES				
Transportation		5.6		5.6
Communications		21.4		21.4
Supplies and Services		173.8		171.4
- Office Space Rental	57.2		54.8	
- Professional Fees	98.8		98.8	
- Other	17.8		17.8	
Minor Capital		6.8		6.8
Other Operating		53.6		52.8
- Desktop and other Computer Services	28.8		28.0	
- Other	24.8		24.8	
Total Other Expenditures		261.2		258.0
TOTAL SUB-APPROPRIATION		992.7		981.6

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07-8e

CLAIMANT ADVISER OFFICE – AUTOMOBILE INJURY COMPENSATION APPEALS

OBJECTIVES

To assist claimants who do not agree with a decision issued by the Internal Review section of Manitoba Public Insurance (MPI) with respect to a bodily injury claim in their appeal of that decision to the Automobile Injury Compensation Appeal Commission.

ACTIVITY IDENTIFICATION

Advise claimants who are considering appealing a decision to the Automobile Injury Compensation Appeal Commission.

Assist and support claimants through the appeal process.

Represent claimants at appeal hearings when appropriate to do so.

Provide information and education to the public to improve the understanding of the appeal process.

EXPECTED RESULTS

Improved claimant understanding of entitlements under the personal injury protection plan and the scope and purpose of the appeal process.

Increased confidence in the compensation system for those injured in automobile accidents.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07 8e
CLAIMANT ADVISER OFFICE - AUTOMOBILE INJURY COMPENSATION APPEALS

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	64.6	1.00	63.4
Administrative Support	3.00	145.5	3.00	158.6
Employee Benefits		36.1		37.4
Total Salaries and Employee Benefits	4.00	246.2	4.00	259.4
OTHER EXPENDITURES				
Transportation		15.3		15.3
Communications		28.0		30.0
Supplies and Services		128.0		185.5
- Office Space Rental	56.9		74.4	
- Other	71.1		111.1	
Minor Capital		9.4		39.4
Other Operating		35.0		136.2
- Desktop and other Computer Services	16.7		59.7	
- Other	18.3		76.5	
Total Other Expenditures		215.7 [1]		406.4
TOTAL SUB-APPROPRIATION		461.9		665.8

1. Reduction is due to one time start-up costs.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07-8f

AUTOMOBILE INJURY COMPENSATION APPEAL COMMISSION

OBJECTIVES

To hear appeals from claimants regarding bodily injury compensation decisions issued by the Internal Review section of Manitoba Public Insurance in a fair and timely fashion, in an accessible forum.

ACTIVITY IDENTIFICATION

This Commission was established on March 1, 1994 to hear appeals under Part 2 of the Manitoba Public Insurance Corporation (MPIC) Act. Claimants can appeal any internal review decision issued by MPI relating to a claimant's bodily injuries suffered in a motor vehicle accident that occurred on or after March 1, 1994.

EXPECTED RESULTS

It is estimated that the Commission will receive appeals from approximately 200 claimants.

Each claimant can appeal multiple decisions from MPI. It is anticipated that the appeals received will account for 225 MPI Internal Review decisions.

Fair and timely decisions.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07 8f
AUTOMOBILE INJURY COMPENSATION APPEAL COMMISSION

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	115.4	1.00	115.9
Professional/Technical	3.00	260.2	3.00	259.2
Administrative Support	5.00	221.3	5.00	208.3
Employee Benefits		88.1		84.2
	9.00	685.0	9.00	667.6
Other Costs and Benefits		94.3		94.3
Total Salaries and Employee Benefits	9.00	779.3	9.00	761.9
OTHER EXPENDITURES				
Transportation		8.0		8.0
Communications		16.0		16.0
Supplies and Services		196.2		217.4
- Office Space Rental	128.9		126.1	
- Professional Fees	50.5		74.5	
- Other	16.8		16.8	
Minor Capital		7.0		101.4
Other Operating		56.1		55.8
- Desktop and other Computer Services	25.7		25.4	
- Other	30.4		30.4	
Total Other Expenditures		283.3 [1]		398.6
TOTAL SUB-APPROPRIATION		1,062.6		1,160.5

1. Reduction is for non-recurring costs associated with the office relocation/expansion.

SUB-APPROPRIATION 07-8g

RESIDENTIAL TENANCIES COMMISSION

OBJECTIVES

To provide prompt resolution on appeal of disputes between landlords and tenants that is fair, accessible, inexpensive, expeditious and amicable, in an informal administrative setting by a specialist tribunal.

ACTIVITY IDENTIFICATION

The Residential Tenancies Commission is a specialist tribunal which hears appeals from Decisions and Orders of the Director of the Residential Tenancies Branch under The Residential Tenancies Act, The Life Leases Act and The Condominium Act.

Provides concise and easy to understand "Reasons for Decisions" regarding the outcome of an appeal.

EXPECTED RESULTS

It is expected that approximately 500 appeals involving disputes between landlords and tenants will be received and processed by the Residential Tenancies Commission during the year. The number of appeals to rent increase to be received and reviewed by the Residential Tenancies Commission is estimated to involve 12,000 rental units.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07 8g
RESIDENTIAL TENANCIES COMMISSION

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	1.00	107.1	1.00	106.0
Professional/Technical	3.00	155.6	3.00	111.5
Administrative Support	3.50	130.8	3.50	122.4
Employee Benefits		75.0		62.3
	7.50	468.5	7.50	402.2
Other Costs and Benefits		163.6		163.6
Total Salaries and Employee Benefits	7.50	632.1	7.50	565.8
OTHER EXPENDITURES				
Transportation		13.5		13.5
Communications		12.6		12.6
Supplies and Services		153.8		271.6
- Office Space Rental	95.8		53.6	
- Other	58.0		218.0	
Minor Capital		0.5		18.5
Other Operating		41.4		33.5
- Desktop and other Computer Services	14.7		14.3	
- Other	26.7		19.2	
Total Other Expenditures		221.8		349.7
TOTAL SUB-APPROPRIATION		853.9 [1]		915.5

1. Net decrease is due to non-recurring operating costs partly offset by full year salary and operating costs associated with the implementation of The Residential Tenancies Amendment Act related to the rehabilitation of rental properties.

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07-8h

PUBLIC UTILITIES BOARD

OBJECTIVES

To exercise general supervision over the operations of public utilities in Manitoba, regulating rates, service practices and certain specified business operations of the various utilities under its jurisdiction.

To approve construction and operation of gas lines, investigate fires and explosions and audit pipeline safety procedures.

To license persons providing retail and natural gas services.

To license persons providing pre-arranged funeral services and operators of certain cemeteries together with the authorization of fees charged for such services.

In conjunction with the Consumers Bureau, to set maximum rates for cashing government cheques and Payday loans.

ACTIVITY IDENTIFICATION

Exercises regulatory authority under The Crown Corporations Public Review and Accountability Act over Manitoba Hydro and Manitoba Public Insurance.

Exercises regulatory authority under The Public Utilities Board Act of natural gas, propane distribution and all water and sewer utilities in the province except for rate setting responsibilities for the City of Winnipeg operation.

Acts as an appellate tribunal in appeals under The Highways Protection Act from decisions of The Highway Traffic Board and in appeals for licensing under the Emergency 911 Public Safety Answering Point Act.

Administers The Prearranged Funeral Services Act and The Cemeteries Act.

Administers safety issues related to The Gas Pipe Line Act.

Sets maximum rates for cashing government cheques and for payday loans as mandated under the amendments to the Consumers Protection Act.

EXPECTED RESULTS

Issue: 200 Orders (decisions)
Issue: 25 Licences under The Prearranged Funeral Services Act
Issue: 150 Licences under The Cemeteries Act
Issue: 10 Natural Gas Broker Licences

Audit disconnection activities of public utilities: 7,500 accounts

Hold 20 public hearings

CONSUMER AND CORPORATE AFFAIRS

SUB-APPROPRIATION 07 8h
PUBLIC UTILITIES BOARD

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	$(000s)	FTEs	$(000s)
SALARIES AND EMPLOYEE BENEFITS				
Managerial	2.00	200.7	2.00	201.6
Professional/Technical	1.00	85.3	1.00	85.7
Administrative Support	3.23	136.4	3.23	136.7
Employee Benefits		73.5		58.2
	6.23	495.9	6.23	482.2
Other Costs and Benefits		136.0		50.4
Less: Allowance for Staff Turnover		(11.0)		(11.0)
Total Salaries and Employee Benefits	6.23	620.9 [1]	6.23	521.6
OTHER EXPENDITURES				
Transportation		32.0		32.0
Communications		25.4		25.4
Supplies and Services		508.0		469.9
- Office Space Rental	88.8		87.4	
- Professional Fees	380.4		344.0	
- Other	38.8		38.5	
Minor Capital		20.0		20.0
Other Operating		43.8		43.2
- Desktop and other Computer Services	22.5		22.0	
- Other	21.3		21.2	
Total Other Expenditures		629.2 [1]		590.5
TOTAL SUB-APPROPRIATION		1,250.1		1,112.1

1. Increase relates to the special advisor/consultant costs and costs associated with the regulation of Payday Loan Companies.

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2006/2007 $(000s)**	Estimates of Expenditure 2005/2006 $(000s)
7.9	9.	COSTS RELATED TO CAPITAL ASSETS	**4,196.2**	4,105.6
		Provides for the amortization and interest expense related to capital assets which include: - the department's share of amortization of Enterprise System total estimated project costs allocated to departments based on projected use; - the department's share of amortization of transition costs for the managed environment total estimated project costs allocated as a percentage of total units purchased; - amortization of hardware/software and other equipment acquisitions; and - interest expense on capital assets.		
		(a) Desktop Services		
		(1) Amortization Expense – Transition	**101.5**	101.5
		(2) Enterprise Software Licenses	**189.2**	201.1
			290.7	302.6
		(b) Amortization Expense	**2,426.2**	2,287.0
		(c) Interest Expense	**1,479.3**	1,516.0
			4,196.2	4,105.6

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2006/2007 $(000s)**	Estimates of Expenditure 2005/2006 $(000s)
7.10	10.	NET TAX CREDIT PAYMENTS.....	**50,136.4**	50,342.4
		Provides for the cost of provincial tax credit payments and the federal administration fee.		
		Education Property Tax Credit	**184,301.0**	182,536.1
		Personal Tax Credit	**48,245.8**	48,760.8
		School Tax Assistance for Tenants and Homeowners (55+)	**2,601.0**	2,661.9
		Political Contribution Tax Credit	**831.6**	547.1
		Riparian Property Tax Reduction	**75.0**	75.0
		Federal Administration Fee	**984.0**	959.5
			237,038.4	235,540.4
		Less: Recoverable from Education, Citizenship and Youth:		
		- Education Property Tax Credit	**(184,301.0)**	(182,536.1)
		- School Tax Assistance for Tenants and Homeowners (55+)	**(2,601.0)**	(2,661.9)
			(186,902.0)	(185,198.0)
			50,136.4	50,342.4

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2006/2007 $(000s)**	Estimates of Expenditure 2005/2006 $(000s)
S	11.	PUBLIC DEBT (STATUTORY)	**282,000.0**	268,983.9
		Provides for required net cost of interest and related expenses payable with respect to the public debt of Manitoba.		
		(a) (1) Interest on the Public Debt of Manitoba and related expenses	**1,113,303.2**	1,103,598.0
		(2) Interest on departments' capital assets	**91,783.4**	86,956.3
		(3) Interest on Trust and Special Funds	**47,000.0**	30,000.0
			1,252,086.6	1,220,554.3
		(b) Less: Interest and Other Charges to be received from:		
		(1) Sinking Fund Investments	**(189,942.3)**	(209,579.9)
		(2) Manitoba Hydro	**(530,517.3)**	(529,899.3)
		(3) Manitoba Housing and Renewal Corporation	**(28,280.6)**	(28,972.3)
		(4) Manitoba Agricultural Services Corporation	**(20,008.7)**	(19,999.7)
		(5) Other Government Agencies	**(11,347.3)**	(12,422.4)
		(6) Other Loans and Investments	**(98,207.0)**	(63,740.5)
		(7) Other Appropriations	**(91,783.4)**	(86,956.3)
			(970,086.6)	(951,570.4)
			282,000.0	268,983.9

PART 3

HISTORICAL INFORMATION

DEPARTMENT OF FINANCE
FIVE-YEAR EXPENDITURE AND STAFFING SUMMARY BY MAIN APPROPRIATION
FOR THE YEAR ENDING MARCH 31, 2007

	ACTUAL EXPENDITURES *						ADJUSTED VOTE		PRINTED ESTIMATES	
	2002/2003		2003/2004		2004/2005		2005/2006		2006/2007	
MAIN APPROPRIATION	FTEs	$(000s)	FTEs	$(000s)	FTEs	$(000s)	FTEs	$(000s)	FTEs	$(000s)
ADMINISTRATION AND FINANCE	33.00	2,178.0	33.00	2,349.6	33.00	2,532.8	34.00	2,161.2	**34.00**	**2,218.6**
TREASURY	25.00	1,563.5	25.00	1,676.9	25.00	1,599.2	25.00	1,812.6	**25.00**	**1,826.4**
COMPTROLLER	69.75	4,816.5	69.75	4,993.3	69.75	5,398.4	72.75	5,937.3	**72.75**	**6,132.2**
TAXATION	195.92	20,749.4	195.92	17,505.5	194.50	14,500.9	192.50	15,886.5	**192.50**	**16,088.8**
FEDERAL-PROVINCIAL RELATIONS AND RESEARCH	29.25	3,113.3	29.25	3,030.1	29.25	2,889.7	28.25	3,247.1	**28.25**	**3,297.4**
INSURANCE AND RISK MANAGEMENT	5.20	362.4	5.20	397.3	5.20	364.6	5.20	407.8	**5.20**	**411.2**
TREASURY BOARD SECRETARIAT	66.00	4,667.4	66.00	5,035.2	65.00	5,226.9	63.00	5,972.6	**63.00**	**6,016.0**
CONSUMER AND CORPORATE AFFAIRS	119.01	8,374.4	122.01	8,747.4	124.01	9,420.9	125.51	11,221.1	**125.51**	**11,685.9**
COSTS RELATED TO CAPITAL ASSETS	-	2,414.5	-	3,941.0	-	4,171.2	-	4,105.6	**-**	**4,196.2**
SUBTOTAL	543.13	48,239.4	546.13	47,676.3	545.71	46,104.6	546.21	50,751.8	**546.21**	**51,872.7**
NET TAX CREDIT PAYMENTS	-	50,671.3	-	48,867.2	-	51,088.5	-	50,342.4	**-**	**50,136.4**
PUBLIC DEBT (STATUTORY)	-	321,419.3	-	251,165.4	-	240,542.3	-	268,983.9	**-**	**282,000.0**
TOTAL	543.13	420,330.0	546.13	347,708.9	545.71	337,735.4	546.21	370,078.1	**546.21**	**384,009.1**

* Actual expenditures have been adjusted for comparative purposes. Adjustments are for: i) the transfers in 2004/2005 of Legislative Building Information Systems and Enterprise System Management and related Costs Related to Capital Assets to Energy, Science and Technology and the transfer of Human Resource Services from Transportation and Government Services and Education, Citizenship and Youth and ii) the transfer in 2006/2007 of positions from the Comptroller's Division and Consumer Corporate Affairs to Energy, Science and Technology due to ICT restructuring. Public Debt actual expenditures from 2002/2003 and onwards have been adjusted for the allocation of interest related to the capitalization of infrastructure assets.

DEPARTMENT OF FINANCE
FIVE-YEAR EXPENDITURE HISTORY
OPERATING APPROPRIATIONS, NET TAX CREDIT PAYMENTS & PUBLIC DEBT

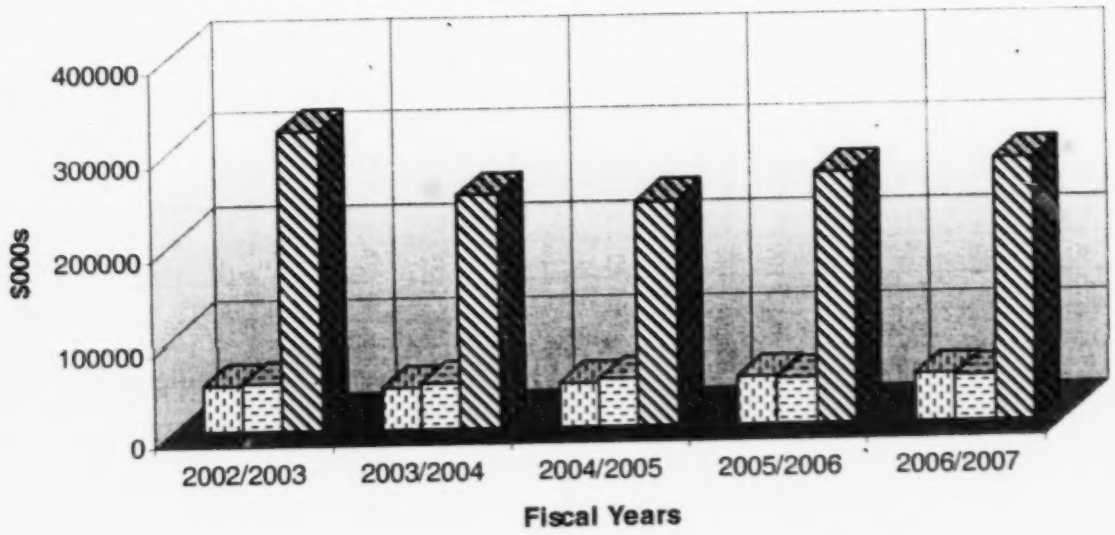
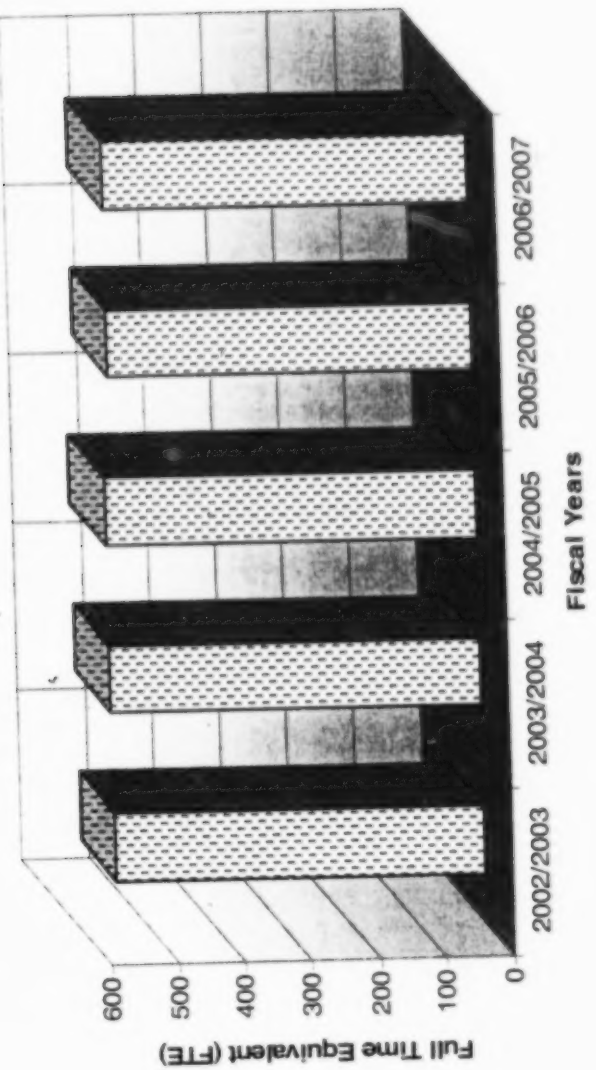


CHART 6

DEPARTMENT OF FINANCE
FIVE-YEAR STAFF HISTORY



PART 4

CAPITAL INVESTMENT
General Assets

Resolution No.	Approp. No.	Finance (7) Details of Appropriation	**Estimates of Expenditure 2006/2007 $(000s)**	Estimates of Expenditure 2005/2006 $(000s)
B.8	9.	CAPITAL INVESTMENT - General Assets	**2,754.2**	343.8
		Provides for the development or enhancement of information technology systems.		
			2,754.2	343.8

CAPITAL INVESTMENT

SUB-APPROPRIATION B-9

GENERAL ASSETS

OBJECTIVES

To improve system performance by upgrading the existing Integrated Taxation System from Visual Basic 6 to .Net architecture and to incorporate the International Fuel Tax Agreement and Discovery (audit selection) modules.

To provide Residential Tenancies Winnipeg Branch with office space to accommodate additional staff provided to address service levels and to renovate existing office space to accommodate the workflow changes from re-engineered business processes.

To provide accurate and reliable statistics to help manage workload and to proactively address tenant and landlord needs.

ACTIVITY IDENTIFICATION

Upgrade the existing Integrated Taxation System from Visual Basic 6 to .Net architecture and integrate the International Fuel Tax Agreement and Discovery (audit selection) modules.

Train internal staff on the .Net version of the Integrated Taxation System and its components.

Renovate existing Residential Tenancies Branch office accommodations.

Select and implement a data warehouse application for the Residential Tenancies Branch database.

EXPECTED RESULTS

Integrated Taxation System upgrade will improve customer service and the audit selection process resulting in enhanced compliance and tax revenue protection..

Office accommodations for Residential Tenancies Winnipeg Branch that are configured to accommodate the workflow changes from re-engineered business processes.

Improved data access and statistical information for the Residential Tenancies Branch.

	Estimates of Expenditure 2006/2007		Estimates of Expenditure 2005/2006	
	FTEs	**$(000s)**	FTEs	$(000s)
CAPITAL INVESTMENT - General Assets	-	**2,754.2**	-	343.8

PART 5

SPECIAL OPERATING AGENCIES

SPECIAL OPERATING AGENCIES

VITAL STATISTICS AGENCY

BACKGROUND

Vital Statistics has been compiling Manitoba's vital events since 1882. In 1983 the divisional registration system was replaced by a central registration system in order to improve effectiveness and efficiency in enforcing and administering The Vital Statistics Act.

Vital Statistics was transferred to the Department of Consumer and Corporate Affairs from Family Services prior to obtaining Special Operating Agency Status. Vital Statistics became an autonomous operating unit under the Special Operating Agencies Financing Authority on April 1, 1994. As of September 2002, the Ministry of Consumer and Corporate Affairs became a division of the Department of Finance. The Agency is financially self-sustaining, and is oriented toward continuous improvement in service quality and efficiency.

RESPONSIBILITY

Vital events occurring in Canada are required to be registered by federal law. The Vital Statistics Agency is responsible for delivering mandated services to clients through administration of three major Acts: *The Vital Statistics Act, The Change of Name Act* and *The Marriage Act.* The Agency is mandated by these Acts to administer all matters pertaining to the registration of births, marriages, deaths, stillbirths, adoptions and legal changes of name. Vital Statistics maintains a permanent registry of vital event records and issues certificates and certified copies of vital event records. The Agency also carries out administrative duties under *The Public Health Act, The Adoption Act* and *The Family Maintenance Act.*

VISION

To strive for excellence through responsive and innovative delivery of Vital Statistics services.

MISSION

To provide the public with services related to Manitoba vital events in a manner which effectively meets all legislative requirements.

CRITICAL SUCCESS FACTORS

To ensure accurate and timely registration of vital events.

To ensure all legislative requirements are met with respect to compliance, privacy, safekeeping and authorized access to records and information.

To provide courteous, timely and cost-effective service.

To recover full costs for services and maximize sales opportunities.

MANDATE

To maintain the provincial registry for births, marriages, deaths and stillbirths; issue certificates and certified copies; and provide statistical reports and other related services to its customers in accordance with *The Vital Statistics Act.*

To register clergy and marriage commissioners as marriage ceremony officiates; appoint marriage commissioners; register marriage licence issuers; issue marriage licences; and recognize religious denominations for purposes under *The Marriage Act.*

To register, issue certificates and conduct searches for legal changes of name in accordance with *The Change of Name Act.*

To process applications for Orders Authorizing Disinterment pursuant to *The Public Health Act.*

To register adoptions; re-register births; amend records pursuant to *The Adoption Act*; and amend parentage particulars of birth records pursuant to *The Family Maintenance Act.*

PRODUCTS AND SERVICES

Vital Statistics performs a broad range of activities and services that are primarily mandated under *The Vital Statistics Act, The Marriage Act* and *The Change of Name Act.* The agency maintains records and respective registries of vital events, changes of name and adoptions, through which the following products and services are provided:

- Small-size certificates for births, marriages and changes of name;
- Large-size certificates for births, marriages, deaths and changes of name;
- Certified copies of registration for birth, marriage, death, stillbirth and certificates of change of name;
- Record searches (including genealogical searches) and issuing search receipts;
- Amendment of records for corrections, adoptions and change of name;
- Delayed registrations;
- Compiling vital event data in list and statistics formats and providing statistical information for bona fide research;
- Issuing marriage licences;
- Obtaining Orders Authorizing Disinterment;
- Issuing Burial and Re-burial Permits;
- Providing the administrative framework to appoint clergy and commissioners to perform marriages; and
- Issuing Commemorative birth and marriage certificates.

2006/2007 KEY OBJECTIVES

Critical success factors relate to activities the Agency must undertake to ensure it operates at peak levels of efficiency and effectiveness. The 2006/2007 key objectives are detailed under the expected outcomes as follows:

• **Operations**	- To support and contribute to the economic development in Manitoba; - Continuous improvement in providing quality and responsive service;
• **Financial**	- Run operations that are financially self-sustaining and according to best business practices; - Revenue-sharing Payments to the province's Consolidated Fund;
• **Human Resources**	- Follow best private and public sector employment practices with staff involvement;
• **Communications**	- Effectively communicate with employees, customers, and other stakeholders;
• **Management**	- Ensure satisfying confidence of stakeholders; and - Preserve and safeguard the government's assets of approximately four million vital event records.

2006/2007 KEY PERFORMANCE TARGETS

- The client service performance targets are in keeping with the Agency's critical success factors, which include "ensuring accurate and timely registration of vital events" and "providing courteous, timely and cost-effective service". Client service performance targets serve to place greater emphasis on client-centred performance measures rather than operations-centred performance measures.

- The Agency's mandate to provide these services, in accordance with its legislatively appointed role as the central registry for vital events in the Province of Manitoba, is in keeping with The Vital Statistics Act and other applicable Acts.

- The Agency will continue to provide performance measurement information which meets the requirements of all Agency stakeholders.

- Key targets for 2006/2007 (turnaround times in annual average working days)

To register all vital events	7.0 days
To issue certificates and certified copies	15.0 days
To process corrections, changes of name, adoptions, delayed registration and disinternments	10.0 days
Processing of joint requests	3.0 days
Correspondence replies	3.0 days
Telephone enquiries (application status)	Immediate

VITAL STATISTICS AGENCY

PRO-FORMA BALANCE SHEET
AS AT MARCH 31, 2005 TO MARCH 31, 2007
$(000s)

	2004/2005 Actual	2005/2006 Estimates Revised	2006/2007 Estimates
ASSETS			
Current Assets			
Cash and Short Term Deposits	443	582	456
Accounts Receivable	50	50	50
Inventory	39	30	30
Prepaid Expenses	17	20	20
Other Assets			
Due from Province of Manitoba	94	94	94
Capital Assets			
At Original Cost	2,505	2,631	2,850
Less: Accumulated Amortization	1,664	1,967	2,131
TOTAL ASSETS	1,484	1,440	1,369
CURRENT LIABILITIES			
Accounts Payable	43	60	60
Accrued Liabilities	14	10	10
Accrued Vacation Entitlement	133	140	140
Accrued Salaries and Employee Benefits	53	30	30
Unearned Revenue	97	100	90
Long-Term Liabilities			
Severance Pay Liabilities	184	190	190
TOTAL LIABILITIES	524	530	520
EQUITY			
Retained Earnings	960	910	849
TOTAL LIABILITIES AND EQUITY	1,484	1,440	1,369

VITAL STATISTICS AGENCY

PRO-FORMA STATEMENT OF EARNINGS AND RETAINED EARNINGS
FOR THE FISCAL PERIOD ENDING MARCH 31, 2007
$(000s)

	2004/2005 Actual	2005/2006 Estimates Revised	2006/2007 Estimates
REVENUE			
Net Revenue	2,783	2,901	2,866
Cost Recoveries from Gov't Departments	91	140	140
Interest Income	5	6	6
TOTAL REVENUE	2,879	3,047	3,012
EXPENSES			
Salaries and Employee Benefits	1,570	1,695	1,752
Accommodations	164	184	193
Advertising and Marketing	19	15	15
Office Equipment Support	26	26	27
Desktop/Information System Support	251	262	259
Government Departmental Charges	65	76	76
Office and Printed Material Supplies	118	111	117
Courier and Postage	142	150	160
Telecommunications	26	27	28
Professional Fees	28	36	30
Staff Development and Training	6	5	5
Miscellaneous Operating Expenses	64	67	67
Amortization	227	303	164
TOTAL EXPENSES	2,706	2,957	2,893
NET EARNINGS FOR PERIOD	173	90	119
RETAINED EARNINGS			
Beginning of Period	912	960	910
Revenue Sharing to Province of Manitoba	125	140	180
RETAINED EARNING END OF PERIOD	960	910	849

VITAL STATISTICS AGENCY

PRO-FORMA CASH FLOW STATEMENT
FOR THE FISCAL PERIOD ENDING MARCH 31, 2007
$(000s)

	2004/2005 Actual	2005/2006 Estimates Revised	2006/2007 Estimates
CASH FROM (USED IN) OPERATING ACTIVITIES			
Net Earnings for Period	173	90	119
Items not Involving Cash:			
Amortization of Capital Assets	227	303	164
	400	393	283
Changes in Non Cash Working Capital Balances:			
Accounts Receivable	(8)	0	0
Inventory	(11)	9	0
Prepaid Expenses	0	(3)	0
Accounts Payable	(15)	17	0
Accrued Liabilities	3	(4)	0
Accrued Vacation Entitlements	(2)	7	0
Accrued Salaries and Benefits	8	(23)	0
Unearned Revenue	(3)	3	(10)
	(28)	6	(10)
Cash Flows from Investing Activities:			
Acquisition of Capital Assets	(185)	(126)	(219)
Cash Flows from Financing Activities:			
Revenue Sharing to Province of Manitoba	(125)	(140)	(180)
Province of Manitoba Receivable	0	0	0
Severance pay liability	20	6	0
	(105)	(134)	(180)
Change in Cash and Short-Term Investments	82	139	(126)
Cash and Short-Term Investments, Beginning of Period	361	443	582
Cash and Short-Term Investments, End of Period	443	582	456

SPECIAL OPERATING AGENCIES

MANITOBA SECURITIES COMMISSION

BACKGROUND

The Manitoba Securities Commission was created under *The Securities Act* in 1968 as an independent agency that reported to the legislature through the Minister of Consumer and Corporate Affairs. On April 1, 1999, the Commission changed status and was established as a Special Operating Agency (SOA). Today, it is responsible for administering and enforcing *The Securities Act, The Commodity Futures Act, The Real Estate Brokers Act and The Mortgage Dealers Act.* As of the year ending 2002, the Commission now reports to the legislature through the Minister of Finance.

ROLE AND MISSION STATEMENT

The role and mission of the Commission is to act in the public interest to protect Manitoba investors and to facilitate dynamic and competitive capital and real estate markets that contribute to the economic development of Manitoba while fostering public confidence in those markets.

VISION STATEMENT

The vision of the Commission is to maintain and foster fair, efficient and transparent capital and real estate markets in Manitoba as well as public confidence in those markets.

RESPONSIBILITY

The Commission was created to regulate the financial and real estate markets and to promote growth, efficiency and integrity of the province's capital markets in an era when capital markets were far less complex. The responsibilities of the Commission have expanded from administration of *The Securities Act* and *The Real Estate Brokers Act* to include responsibility for *The Mortgage Dealers Act* and *The Commodity Futures Act.* The environment in which the Commission operates has significantly changed from a provincial perspective to regulation within a global economy.

The Commission's mandate is to act in the public interest to protect Manitoba investors and to facilitate the raising of capital while maintaining fairness and integrity in the securities marketplace. Similarly, its real estate industry mandate is to regulate brokers, salespeople, and mortgage dealers to ensure adequate standards are maintained for the protection of the public.

CRITICAL SUCCESS FACTORS

The Commission has identified six critical success factors that continue to be necessary to fulfill its mandate. They are:

- Maintaining access to adequate resources to allow timely reaction to market forces and proactive regulation of market participants;
- Maintaining staffing levels and staff expertise;
- Effective management of resources available to the Commission;
- Development of a clear, results-oriented performance framework for accurate planning and measurement of achievements;
- Maintaining and improving stakeholder consultation; and
- Maintaining Commission independence as a quasi-judicial body.

PERFORMANCE MEASUREMENT – BALANCED SCORECARD

The balanced scorecard is broken down into four broad perspectives being financial, stakeholders, internal, and growth and learning. Presented below are the key objectives of each perspective as defined by the Commission.

Financial Perspective

- To carry out our operations as a financially responsible and sound SOA by utilizing assets effectively and efficiently.

Stakeholder Perspective

- Protect and educate the public through the development and delivery of educational and informational programs.
- Provide efficient and effective services to registrants and issuers by way of improved technologies, continuous review of Rules and Regulations, and the consistent application of these rules.
- Ensure the Commission provides the government with timely and clear disclosures, sound fiscal management, and maintains independence through policy development and decision making.
- Participate and cooperate with other regulators to ensure the Commission's representation across Canada.

Internal Perspective

- Develop and maintain a superior knowledge base of codification of rules and policies, upholding contact with public and industry stakeholders, and emphasizing internal communications.
- Process stakeholder service requests efficiently and effectively through coordination of staff skills and surveys.
- Utilize technology to enhance business process performance by continually developing information systems.

Learning and Growth Perspective

- To enhance employee capabilities through increased staff involvement and increased internal and external training.
- To improve employee motivation and productivity by understanding motivational factors, measuring employee satisfaction, and recognize employee input.

MANITOBA SECURITIES COMMISSION

PRO-FORMA BALANCE SHEET
AS AT MARCH 31, 2005 TO MARCH 31, 2007
$(000s)

	2004/2005 Actual	2005/2006 Estimates Revised	2006/2007 Estimates
ASSETS			
Current Assets			
Cash and Short Term Deposits	2,863	1,328	138
Accounts Receivable	12	5	5
Prepaid Expenses	26	20	20
Restricted Short-Term Deposits	1,000	750	750
Due from Province of Manitoba	269	269	269
Capital Assets			
At Original Cost	1,210	1,247	1,251
Less: Accumulated Amortization	924	1,037	1,101
TOTAL ASSETS	4,456	2,582	1,332
CURRENT LIABILITIES			
Accounts Payable	0	0	0
Accrued Liabilities	7	25	25
Accrued Vacation Entitlement	185	176	178
Accrued Salaries and Employee Benefits	73	0	0
Current Portion of Long-Term Debt	0	0	0
Severance Pay Liabilities	172	179	186
Pension Liabilities	0	0	0
TOTAL LIABILITIES	437	380	389
EQUITY			
Reserve Fund	1,000	750	750
Retained Earnings	3,019	1,452	193
TOTAL EQUITY	4,019	2,202	943
TOTAL LIABILITIES AND EQUITY	4,456	2,582	1,332

MANITOBA SECURITIES COMMISSION

PRO-FORMA STATEMENT OF EARNINGS AND RETAINED EARNINGS
FOR THE FISCAL PERIOD ENDING MARCH 31, 2007
$(000s)

	2004/2005 Actual	2005/2006 Estimates Revised	2006/2007 Estimates
REVENUE			
Fees	9,757	8,960	9,860
Interest Income	78	40	40
Miscellaneous	3	0	0
TOTAL REVENUE	9,838	9,000	9,900
EXPENSES			
Salaries and Employee Benefits	2,159	2,399	2,533
Staff Development and Training	26	37	37
Professional Memberships and Dues	8	8	8
Premises	149	230	247
Contract Services	410	415	374
Professional Fees	76	90	108
CSA Initiatives	68	113	129
Travel	63	83	86
Telecommunications	59	66	66
Office Materials and Supplies	69	117	111
Education/Information Initiatives	51	84	84
Amortization	59	113	64
Research Resources	32	36	36
Miscellaneous	12	26	26
TOTAL EXPENSES	3,241	3,817	3,909
NET EARNINGS FOR PERIOD	6,597	5,183	5,991
RETAINED EARNINGS			
Beginning of Period	3,422	3,019	1,452
Net Earnings for the Period	6,597	5,183	5,991
Allocation from Reserve Fund	0	250	0
Revenue Sharing to Province of Manitoba	(7,000)	(7,000)	(7,250)
RETAINED EARNING END OF PERIOD	3,019	1,452	193

MANITOBA SECURITIES COMMISSION

PRO-FORMA CASH FLOW STATEMENT
FOR THE FISCAL PERIOD ENDING MARCH 31, 2007
$(000s)

	2004/2005 Actual	2005/2006 Estimates Revised	2006/2007 Estimates
CASH FROM (USED IN) OPERATING ACTIVITIES			
Net Earnings for Year	6,597	5,183	5,991
Item not Involving Cash:			
Amortization of Capital Assets	59	113	64
	6,656	5,296	6,055
Net Changes in Non-Cash Working Capital			
Accounts Receivable	1	7	0
Due from Province of Manitoba	0	0	0
Prepaid Expenses	11	6	0
Accounts Payable	0	0	0
Accrued Liabilities	(24)	18	0
Accrued Vacation Entitlements	12	(9)	2
Accrued Salaries and Employee Benefits	6	(73)	0
Pension Liability	0	0	0
Severance Pay Liability	18	7	7
	24	(44)	9
Cash Flows from Investing Activities			
Acquisition of Capital Assets	(131)	(37)	(4)
Transfer from Reserve Fund		250	
Cash Flows from Financing Activities			
Revenue Sharing to Province of Manitoba	(7,000)	(7,000)	(7,250)
	(7,131)	(6,787)	(7,254)
Net Increase/(Decrease) in Cash	(451)	(1,535)	(1,190)
Cash and Short-Term Investments, Beginning of Period	3,314	2,863	1,328
Cash and Short-Term Investments, End of Period	2,863	1,328	138

SPECIAL OPERATING AGENCIES

THE PROPERTY REGISTRY

BACKGROUND

The Property Registry became a Special Operating Agency April 1, 1997. The agency merges two distinct registries, the Land Titles Office and The Personal Property Registry. The Land Titles Office administers the provincial systems of land holding in accordance with *The Real Property Act, The Registry Act* and other related *Acts*, and maintains the written and drawn legal descriptions of all land in the Province of Manitoba. The Personal Property Registry records and provides information for the public concerning corporate securities appointment of receivers and security interests in collateral in accordance with *The Personal Property Security Act.* It provides a central registry for liens having priority under various provincial statutes.

MANDATE

The Registry's main function is to provide certification of titles to land, maintain land records and provide reliable information of financial interests in personal property to the public.

MISSION STATEMENT

To operate modern, efficient, accessible registries which provide quality, assured and reliable information on interests in real and personal property.

ONGOING GOALS

The ongoing goals of the Registry are to:

- ensure accurate, orderly and timely registration of documents;
- maintain the integrity of the system by ensuring proper adherence to all legal, survey and statutory requirements, including issuance of titles and maintenance of the survey fabric; and
- provide cost-effective services.

CRITICAL SUCCESS FACTORS

- Foster continuous improvement in providing quality and responsive service
- Provide accountable, fiscally responsible management
- Follow best private and public sector employment practices with staff involvement
- Develop strategic information systems, enabling information technology that serves the Registry's business requirements

PRODUCTS AND SERVICES

- Reliable and secure title information and issuing certificates of title ownership
- Professional advice relating to land and interests in land
- Administers mortgage sale and tax sale proceedings and real property applications
- Records information about interests in collateral
- Information records and certificates about The Property Registry
- Administers and collects land transfer tax on behalf of the Minister of Finance
- Title information to the City of Winnipeg and to the province

KEY OBJECTIVES

Marketing

- To achieve the identified performance targets for processing work
- To diversify and enhance products and services
- To determine client needs and satisfaction

Operations and Site Management

- To improve current facilities and reduce costs, long term

Financial

- To provide accountable, fiscally responsible management
- To continue to collect appropriate level of fees and taxes
- To maintain province's net revenue position
- To ensure net income and financial viability

Records Preservation

- To preserve existing paper records of the Land Titles Office and all electronic records of the Registry

Human Resources

- To stabilize employee job status
- To improve employee knowledge and skills

Information Technology

In consultation with the Manitoba Information and Communication Technologies (MICT), the Registry will deliver service by:

- continuing enhancement of the new Personal Property Registry System;
- continuing automation of the Land Titles Office; and
- enhancement of the survey indices and plan conversion project.

2006/2007 KEY TARGETS

- Turnaround time in calendar days (yearly average)

Land Titles registrations	5 days electronic
Surveys registration	7 days
Public searches (Land Titles Offices)	1 day

- Personal Property Registrations

Printed	5 days
Electronic	1 day

- Searches

Printed	1 day
Electronic	same day

THE PROPERTY REGISTRY

PROJECTED BALANCE SHEET
AS AT MARCH 31 FOR THE YEARS 2005 TO 2007
$(000s)
UNAUDITED

	2004/2005 Actual	2005/2006 Revised Estimates	2006/2007 Estimates
Assets			
Current Assets			
Cash and Short-Term Investments-operations	8,339.7	7,335.3	1,521.9
Pension Investment account	0.0	0.0	0.0
Customer Account Deposits	1,175.6	1,175.6	1,175.6
Accounts Receivable	441.5	441.5	441.5
Prepaid Expenses	71.2	71.2	71.2
Long-Term Investments and Amounts Due from the Province of Manitoba			
Uncollected Cost Recovery	0.0	0.0	0.0
Severance Payable	1,076.2	1,076.2	1,076.2
Vacation Payable	525.9	525.9	525.9
Capital Assets, Net of Accumulated Amortization	591.8	508.9	1,936.8
TOTAL ASSETS	12,221.9	11,134.6	6,749.1
Current Liabilities			
Working capital loan/Bank indebtedness	0.0	0.0	0.0
Accounts Payable and Accrued Liabilities	388.6	388.6	388.6
Customer Account Deposits Liability	1,176.9	1,176.9	1,176.9
Severance Payable	325.9	325.9	325.9
Vacation Payable	711.5	711.5	711.5
Current portion of Capital Lease Obligations	5.5	0.0	0.0
Land Titles Assurance Fund	23.1	23.1	23.1
Long-Term Debt			
Accrued Pension Costs	0.0	0.0	0.0
Long-term Obligations under Capital Lease	0.0	0.0	0.0
Long-term Severance Payable	977.6	977.6	977.6
TOTAL LIABILITIES	3,609.1	3,603.6	3,603.6
Net Assets			
Equity Contribution by the province	0.0	0.0	0.0
Revenue Fluctuation Reserve	2,013.1	1,960.0	2,021.0
Retained Earnings	6,599.7	5,571.0	1,124.5
Total Net Assets	8,612.8	7,531.0	3,145.5
TOTAL LIABILITIES AND NET ASSETS	12,221.9	11,134.6	6,749.1

THE PROPERTY REGISTRY

PROJECTED STATEMENT OF INCOME AND RETAINED EARNINGS
FOR THE FISCAL PERIOD ENDING MARCH 31, 2007
$(000s)
UNAUDITED

	2004/2005 Actual	2005/2006 Estimates Revised	2006/2007 Estimates
REVENUES			
Land Transfer Tax	23,474.4	28,000.0	32,600.0
Fee Revenue – Land Titles	13,418.4	13,200.0	13,700.0
Fee Revenue – Personal Property Registry	5,397.6	5,400.0	5,500.0
Cost Recoveries – Administration of Land Transfer Tax	234.7	280.0	326.0
Cost Recoveries – Services to Provincial Departments	465.7	460.0	502.9
Salary Recoveries	348.0	139.4	139.4
Interest Income	166.2	120.0	44.2
Less: Tax Revenue Collected on Behalf of the province	(23,474.4)	(28,000.0)	(32,600.0)
TOTAL REVENUES	20,030.6	19,599.4	20,212.5
EXPENSES			
Salaries and Employee Benefits	7,882.9	8,244.3	8,384.3
Pension Expense	338.9	344.7	352.9
Bad Debt Expense	0.1	1.0	2.0
Better Methods SAP Expense	20.0	26.0	27.0
Computer System Costs - MICT (BSI)	1,332.3	1,242.4	1,923.0
Computer Processing – ISM	316.3	328.0	349.0
Computer Processing – Telecommunications	11.9	15.0	15.0
Contributed Services and funds	500.4	535.9	581.9
Department Services	48.0	48.0	56.0
Desktop Services	458.1	500.0	540.7
Equipment Lease	68.8	83.0	129.1
Field Inspections	2.5	15.0	10.0
Insurance	5.9	10.0	10.0
Interest and Bank Charges	30.8	33.5	43.8
Market Development Costs	10.8	5.0	5.3
Occupancy Costs	683.8	687.2	941.2
Office Supplies and Printing	149.2	180.0	188.0
POS Initiative Costs	0.0	65.0	85.0
Postage and Delivery	135.2	145.0	155.5
Professional Fees	28.6	48.5	38.0
Publications and Subscriptions	21.1	25.0	25.0
Records Management Program	257.8	280.0	290.0
Repairs and Maintenance	84.3	98.0	88.0
SOAFA Annual Levy	1.9	2.0	2.0
Special Surveys	75.4	90.0	90.0
Survey Remonumentation Program	172.0	180.0	180.0
Telephone	71.3	88.0	85.0
Training and Staff Development	57.6	135.4	132.1
Travel	8.7	42.3	26.1
Amortization	167.6	268.0	442.0
Relocation Costs	0.0	0.0	400.0
TOTAL EXPENSES	12,942.2	13,766.2	15,597.9
NET EARNINGS	7,088.4	5,833.2	4,614.6
RETAINED EARNINGS			
Beginning of Year	6,568.3	6,599.7	5,571.0
Change in Revenue Fluctuation Reserve	(257.0)	53.1	(61.1)
Revenue Sharing to Province of Manitoba	(6,800.0)	(6,915.0)	(9,000.0)
RETAINED EARNINGS, END OF YEAR	6,599.7	5,571.0	1,124.5

THE PROPERTY REGISTRY

PROJECTED STATEMENT OF CASH FLOWS
FOR THE FISCAL YEARS ENDING MARCH 31, 2005 TO 2007
$(000s)
UNAUDITED

	2004/2005 Actual	2005/2006 Estimates Revised	2006/2007 Estimates
CASH FROM (USED IN) OPERATING ACTIVITIES			
Net Earnings for Year	7,088.4	5,833.2	4,614.6
Item Not Involving Cash:			
Amortization of Capital Assets	167.6	268.0	442.0
	7,256.0	6,101.2	5,056.6
Net Changes in Non-Cash Working Capital			
Customer Account Deposits	(23.6)	0.0	0.0
Accounts Receivable	(195.4)	0.0	0.0
Accounts Receivable – Departments	(17.1)	0.0	0.0
Prepaid Expenses	(0.8)	0.0	0.0
Due from Province of Manitoba – Vacation Payable	0.0	0.0	0.0
Due from Province of Manitoba – Severance Liability	0.0	0.0	0.0
Due from Province of Manitoba – Pension Adjustment	0.0	0.0	0.0
Accounts Payable and Accrued Liabilities	3.7	0.0	0.0
PPA for BSI Accrual	0.0	0.0	0.0
Vacation Payable	(10.8)	0.0	0.0
Customer Account Deposit Liability	22.0	0.0	0.0
Current Portion of Capital Lease Obligations	(5.0)	(5.5)	0.0
Land Titles Assurance Fund Net Deposits	(20.1)	0.0	0.0
Severance Payable – Current Portion	24.5	0.0	0.0
Accrued Pension Costs	0.0	0.0	0.0
Long-Term Obligations Under Capital Leases	(16.0)	0.0	0.0
Severance Payable – Long-Term Portion	73.3	0.0	0.0
	7,090.7	6,095.7	5,056.6
Cash Flows from (used in) Investing Activities			
Additions to Computer Equipment	(102.4)	(15.0)	(15.0)
System Upgrade WIP	0.0	(100.0)	(1000.0)
Additions to Office Equipment	(70.6)	(65.0)	(850.0)
Additions to Leasehold Improvements	(88.6)	(5.0)	(5.0)
	(261.6)	(185.0)	(1,870.0)
Cash Flows from (used in) Financing Activities			
Proceeds from (repayment of) long-term loans	0.0	0.0	0.0
Equity contribution by Province	0.0	0.0	0.0
Revenue Sharing to Province of Manitoba	(6,800.0)	(6,915.0)	(9,000.0)
	(6,800.0)	(6,915.0)	(9,000.0)
Net Increase/(Decrease) in Cash	29.1	(1,004.3)	(5,813.4)
Cash and Short-Term Investments, Beginning of Year	8,310.5	8,339.6	7,335.3
Cash and Short-Term Investments, End of Year	8,339.6	7,335.3	1,521.9

SPECIAL OPERATING AGENCIES

COMPANIES OFFICE

GOALS AND MISSION

The Office's mission and goals are reflected in its mission statement:

> The Companies Office is the Manitoba registry of businesses and corporations, where employees strive to exceed customer expectations through the delivery of quality cost-effective services.

ORGANIZATIONAL VALUES

The mission statement is supported by the following organizational values:

Human Resources

Belief in our staff is demonstrated by our commitment to:

- fostering employee education and training
- building and encouraging staff team work, job satisfaction, morale and staff empowerment
- encouraging and acknowledging activities and contributions
- having staffing levels appropriate to overall workload

Service Delivery

Service excellence is demonstrated by our commitment to:

- encouraging innovative ideas for continuous improvement
- delivering timely and complete information in a courteous manner

Planning

Long and short term planning is demonstrated by:

- having clear objectives for the Office
- multi-year budgeting
- periodically conducting a formalized Strategic Planning session

Technological Innovations

The Office's belief in technology is demonstrated by:

- working towards Internet availability of the Office's products and services
- keeping in step with future advances in information technology

SUMMARY OF COMPANIES OFFICE GOALS

Summary of the Product and Service Plan goals:

- Continue to produce the on-line version for the Companies Office's Manual.
- Develop Customer Satisfaction Survey on Companies Office Website.
- Send scanned documents electronically.
- Analyse the compliance effort involved with unregistered corporations.

Summary of the Human Resource Plan goals:

- To continue to provide staff with short-term exchange programs with another office capable of providing employee with learning opportunities that would benefit the Office and enhance the information provided to customers.
- To continue the knowledge measurement plan.
- To continue to develop electronic versions of manuals.
- To replace three workstations.

Summary of Quality Service goals:

- The Office will maintain a continuous improvement program.

Summary of the Performance Framework Plan:

- The Office will maintain a Performance Framework Reporting.

Summary of Information Technology Management Plan:

- By the summer of 2006, the Office will complete the comparative feasibility study of the two short listed projects designed to upgrade the Office's Automated System and to facilitate online submission.

Summary of Financial Management Plan goals:

- Fund Information Technology Plan.
- Fund Human Resource Plan.
- Fund Product and Service Plan.
- Contribute $1,615 to Consolidated Revenue Fund.
- Prepare reports required by SOAFA.

PERFORMANCE FRAMEWORK PLAN

The Office chose the Balanced Scorecard approach to performance measurement. Implemented in 1996, the plan has a baseline determined largely in the 1996/1997 fiscal year. The performance measures are monitored quarterly and circulated so that all staff will be aware of the progress towards the Office's goals.

BALANCE SCORECARD PERFORMANCE FRAMEWORK

The Balanced Scorecard Performance Framework translates the Office's Mission Statement into performance targets under four headings. The headings represent a balance between external measures and internal measures.

External measures: Financial
Customer Satisfaction

Internal measures: Learning and Growth
Business Processes

To be sure the Office is achieving its articulated Mission, performance indicators have been determined in each of the four headings as follows:

1) CUSTOMERS (to achieve our vision, how should we appear to our customers)					
OBJECTIVES	CRITICAL SUCCESS FACTORS (things that have to go right to reach the objective)	PERFORMANCE MEASURES (indicators to gauge success)	BASELINE March 31, 1997 (except as noted)	PROJECTED March 31, 2006	PERFORMANCE TARGETS (goals based on measures) March 31, 2007
Exceed customers' expectations by providing quality service.	Provide service which: 1) is prompt	% of "Tell Us How We Are Doing" forms which indicate very satisfied.	71% (Sept./00) (very satisfied)	80% (very satisfied)	80% (very satisfied)
	2) provides requested information	% of "Tell Us How We Are Doing" forms which indicate very satisfied.	84% (Sept./00) (very satisfied)	90% (very satisfied)	90% (very satisfied)
	3) provides service which is without error	% of "Tell Us How We Are Doing" forms which indicate very satisfied.	76% (Sept./00) (very satisfied)	85% (very satisfied)	85% (very satisfied)
	4) In person service	% of "Tell Us How We Are Doing" forms which indicate very satisfied.	94%	-	85% (very satisfied)
	Provide new customer service and products	Ongoing development of new product or service.	Four	Two	One - sending scanned documents electronic

2) BUSINESS PRACTICES (To satisfy our customers, what business processes must we exceed at)					
OBJECTIVES	CRITICAL SUCCESS FACTORS (things that have to go right to reach the objective)	PERFORMANCE MEASURES (indicators to gauge success)	BASELINE March 31, 1997 (except as noted)	PROJECTED March 31, 2006	PEFORMANCE TARGETS (goals based on measures) March 31, 2007
To process customer service requests in an efficient and effective manner.	Employ strategies that will decrease cycle time.	Cycle time for processing: - Business documents - Corporate documents	(Six month baseline as of Sept. 1997) documents processed: a. Business Name Registrations: 3 working days b. Incorporations: 3 working days	Documents processed: a. Business Name Registrations: 3 working days b. Incorporations: 3 working days	 a. Business Name Registrations: 3 working days b. Incorporations: 3 working days
	To exceed customer expectations by providing personal telephone services that were: 1) courteous and friendly 2) provided by knowledgeable and competent staff. 3) responsive to your needs	% of customers surveyed that rate the personal telephone service as very satisfied. (Q3 on "Tell Us How We Are Doing" Forms – Telephone Survey)	63% (Sept./00)	85% (very satisfied)	85% (very satisfied)

3) LEARNING AND GROWTH: (to achieve our vision, how will we sustain our ability to change and improve)					
OBJECTIVES	CRITICAL SUCCESS FACTORS (things that have to go right to achieve the objective)	PERFORMANCE TARGETS (indicators to gauge success factors)	BASELINE March 31/97 (except as noted)	PROJECTED March 31, 2006	PERFORMANCE TARGETS (goals based on measures) March 31, 2007
To have a well trained, knowledgeable staff.	Implement a human resource development plan with individual and corporate development plans.	% of staff who achieve 90% on knowledge measurement assessment	Staff attended two in-house training courses 60% of staff	Staff attend 12 in-house training courses 90%	Staff attend 12 in-house training sessions. 90%
		% of staff attending exchange program	1 staff member	-	2 staff
To have a motivated staff.	Implement a reward and recognition program tied to SOA goals.	% of staff contributing to BEST and SOA goals.	78%	80% of staff receive certificate of recognition confirming involvement of Best Committee or SOA goals and process improvement.	80% of staff receive certificate of recognition confirming involvement in BEST Committee, SOA goals and BSI process improvement.
	Operation of the Fun Committee.	Events that contribute to staff morale.	5 events.	Holding of 12 events in the year.	12 events.
To have staff with a demonstrated ability to effect change.	Maintaining a work environment that encourages suggestions for improvement and uses them to effect change.	Number of staff suggestions that are revenue enhancing, money saving or improvements to customer service that are implemented.	26 suggestions, 9 of which were implemented.	20 suggestions, 12 of which are implemented.	20 suggestions, 12 of which are implemented.

4) Financial (to succeed financially, we need to achieve)					
OBJECTIVES	CRITICAL SUCCESS FACTORS: (things that have to go right to achieve the objective	PERFORMANCE MEASURES (indicators to gauge success)	BASELINE Mar. 31, 1997 (except as noted)	PROJECTED Mar. 31, 2006	PEFORMANCE TARGETS (goals based on measures) March 31, 2007
Operate as a financially sound SOA	Possess assets to facilitate business development	Profit	Three Year Average $1,819	$1,424	$1,323
		Revenue Contribution	$1,000	$1,815	$1,615

COMPANIES OFFICE

PRO-FORMA BALANCE SHEET
AS AT MARCH 31, 2005 TO MARCH 31, 2007
$(000s)

	2004/2005 Actual	2005/2006 Estimates Revised	2006/2007 Estimates
ASSETS			
Current Assets			
Cash and Short-Term Investments	1,559	1,204	950
Accounts Receivable	281	281	281
Prepaid Expenses	18	18	18
Due from Province of Manitoba	218	218	218
Capital Assets	95	80	64
TOTAL ASSETS	2,171	1,801	1,531
CURRENT LIABILITIES			
Accounts Payable and Accrued	65	65	65
Accrued Vacation	161	161	161
Long-Term Severance Payable	201	222	244
TOTAL LIABILITIES	427	448	470
EQUITY			
Retained Earnings	1,744	1,353	1,061
TOTAL LIABILITIES AND EQUITY	2,171	1,801	1,531

COMPANIES OFFICE

PRO-FORMA STATEMENT OF EARNINGS AND RETAINED EARNINGS FOR THE FISCAL PERIOD ENDING MARCH 31, 2007

$(000s)

	2004/2005 Actual	2005/2006 Estimates Revised	2006/2007 Estimates
REVENUE			
Fees and Service	5,349	5,650	5,650
Gazette Advertising	0	0	0
Interest	35	20	4
TOTAL REVENUE	5,384	5,670	5,654
EXPENSES			
Salaries and Employee Benefits	1,470	1,530	1,543
Accounting/Consulting	13	18	19
Amortization	26	27	24
Audit	4	4	4
Bad Debts	2	3	4
BSI Cost Allocation	1,370	1,311	1,265
Bank Charges	17	21	25
Communications	26	31	32
Computer	115	112	115
Department Services	31	35	35
Desktop Management – Support Costs	97	90	80
Disaster Recovery	39	75	52
Equipment Maintenance	6	9	10
Insurance	14	18	20
Legal Services	6	20	20
Miscellaneous	17	17	19
Manitoba Business Links	183	275	437
Notary Public	0	123	125
NUANS	145	170	170
Accommodations	123	118	118
Payroll Processing	20	28	28
POS Licence Fees	0	5	5
Postal/Courier	44	44	46
Programmers	63	45	45
SOA Levy	0	1	1
Stationery	44	47	50
System Enhancements	0	0	30
System Development Study	0	60	0
Transportation	5	9	9
TOTAL EXPENSES	3,880	4,246	4,331
NET EARNINGS FOR PERIOD	1,504	1,424	1,323
RETAINED EARNINGS			
Beginning of Period	1,940	1,744	1,353
Revenue Sharing to Province of Manitoba	1,700	1,815	1,615
RETAINED EARNINGS END OF PERIOD	1,744	1,353	1,061

COMPANIES OFFICE

PRO-FORMA CASH FLOW STATEMENT
FOR THE YEARS ENDING MARCH 31, 2005 TO MARCH 31, 2007
$(000s)

	2004/2005 Actual	2005/2006 Estimates Revised	2006/2007 Estimates
CASH PROVIDED (USED) OPERATING ACTIVITIES			
Net Earnings for Year	1,504	1,424	1,323
Item not Involving Cash:			
Amortization of Capital Assets	26	37	35
Severance Pay Expenses	(17)	21	22
	1,513	1,482	1,380
Net Changes in Non Cash Working Capital Balances:			
Accounts Payable and Accrued Liabilities	(238)	0	0
Accounts Receivable	(128)	0	0
Prepaid Expenses	(2)	0	0
Accrued Vacation	12	0	0
	(356)	0	0
Cash Flows from Investing Activities:			
Acquisition of Capital Assets	(37)	(22)	(19)
Cash Flows from Financing Activities:			
Revenue Sharing to Province of Manitoba	(1,700)	(1,815)	(1,615)
	(2,093)	(1,837)	(1,634)
INCREASE (DECREASE) IN CASH BALANCE	(580)	(355)	(254)
OPENING CASH BALANCE	2,139	1,559	1,204
CLOSING CASH BALANCE	1,559	1,204	950

PART 6

GLOSSARY

GLOSSARY

Cost Element

A cost element is a classification of expenditures according to the nature of expense such as salaries, supplies and services, etc., which identifies the object of expenditure out of appropriation funds. The government accounting system tracks expenditures according to the following cost element groups:

Cost Element Group	Group Components
Salaries	Regular Earnings, Other Earnings (overtime, shift premium), Ministers and Members of the Legislative Assembly, Fringe Benefits, Other (Worker's Compensation Allowance, Supplement), Health and Education Tax Levy, Benefit Chargeback.
Grants and Transfer Payments	Discretionary Grant, Nondiscretionary Grant, Transfer Payment, Valuation Allowance, Capital Grant.
Transportation	Vehicles, Aircraft, Other (Taxi, Bus, Freight, Rail), Travel Agency Fees, Freight/Courier.
Communication	Telephone, Electronic Communication Services, Postal Services, Advertising/Program Promotion, Radio Systems, Other.
Supplies and Services	Operating Supplies, Materials, Office Supplies, Maintenance, Other Services, Rentals, Professional Services, Utilities, Other Fees.
Public Debt	Credit/Debit Card Fees, Gain/Loss on Foreign Exchange, Interest on Debt, Discount on Debt, Amortization - Debt, Interest Charges, Other Charges.
Minor Capital	Land, Buildings, Vehicles, Machinery & Equipment, Computers, Furniture, Leasehold Improvements, Loss on Sale of an Asset, Amortization Expense.
Other Operating	Accommodations, Food and Beverage, Computer Related Charges, Insurance Costs, Publications, Allowances and Other Financial Compensation, Other Personnel Costs (relocation/transfer costs), Other Operating (membership fees, hospitality, employee training, uniforms, conference/ convention registration fees, incidental allowances), Imputed Surcharges.
Financial Assistance and Related Costs	Clothing for Citizens, Fees and Services, Assistance Payments (food, shelter, allowances, utilities), Transportation, Health, Special Needs.

Employee Benefits

Costs incurred by government for its contributions to the Employment Insurance Program, Canada Pension Plan, Group Life Insurance Plan, Ambulance, Hospital Semi-Private Plan, as well as costs related to pension liability for new employees, and payments made under the Dental Plan, Long-Term Disability Plan and Levy for Health and Post Secondary Education.

Estimates of Expenditure (Adjusted)

A re-alignment of the previous year's estimates of expenditure for any organizational change to provide for more accurate and realistic comparisons from one budget year to the next.

Full Time Equivalent ((FTE)

A measurement for number of positions. Every full-time regular position represents one full-time equivalent position. Other categories (e.g., term, departmental, sessional, contract) are measured in proportional equivalents, e.g., a program with a vote of 1.50 term FTE could hire staff in any combination that results in a total of 1½ years (or 78 weeks) of employment (e.g., 6 staff for 3 months (13 weeks) each; 2 staff for 9 months (39 weeks) each; 1 full time and 1 half time staff for 1 year; 3 half time staff for 1 year, etc.).

For further information related to staffing, please refer to the Civil Service Commission's intranet website (HR Personnel/Guides/SAP - HR Data Standards).

Staff Categories

Managerial

Positions which have been delegated the authority and have the responsibility to plan, administer, and control the resources and activities of a defined organizational unit in the Manitoba Government, and are directly and fully accountable for:

- the utilization of resources in achieving planned objectives including the development of a budget and the initiation and authorization of expenditures; and
- the organization's results and impacts.

Professional/Technical

Employees who have duties that relate to specific areas of program operations requiring some functional specialization.

Included in this category are employees classified within the following components and/or series:

Education
Health
Legal, Inspection and Regulatory
Physical Sciences
Social Sciences
Trades, Operations and Services
Personnel Officer Series
Administration (with the exception of the Administrative Officer Series)
Engineers (O.P.E.E.P.M.)
Legal Aid Lawyers (L.A.L.A.)
Crown Attorneys (M.A.C.A.)
Doctors (M.M.A.)
Legislative Assembly Management Committee
Professional Officer Series

NOTE: Those employees designated as managers and also classified within one of the above components or the excluded component shall be categorized only once, as managerial.

Administrative Support

Employees who have duties related to the provision of support and assistance to program operations.

Included in this category are employees classified within the clerical component or the Administrative Officer series.

Staff Turnover Allowance

An adjustment made to a salaries account to allow for attrition and staff turnover. It is a negative adjustment to enable the organization to more accurately display salary requirements.